

Moose Lodge



Archives of the City of Kingsport

Title: Moose Lodge
Description: Exterior of the Moose Lodge.
Photographer: Thomas McNeer, Jr.
Date of Image: 1962

1962

*“A community’s
progress should be
measured in quarter
centuries, not quarters”*

2010



There is a place...

- Where the hottest summer days are like New England, but the annual snowfall is 34 inches less
- Where the annual high/low temperatures are like the California Wine Country (without the faultline)
- Where the average winter days are like Atlanta or Charlotte, but the summers have 35 fewer days of sweltering above-90-degree heat
- Where the #of days >90 degrees are half that of the Colorado Rockies at Denver (and the winters have 45 fewer inches of snowfall)
- Where lush green vegetation is naturally maintained by rainfall amounts comparable to the Pacific Northwest
- Where nature's beauty unfolds in four balanced seasons
- Where the natural watershed scored a perfect 100 out of 100
- That's equidistant from every major metropolitan market in the eastern United States
- Oh, and did I mention it is consistently one of the most affordable places to live
- Mix in some of the nicest, most accommodating people in the world...
- And you have Kingsport, Tennessee

Ohio River



60 mi
50 km



Virginia

Bristol

Kingsport

Johnson City

North Carolina

South Carolina

Columbia

Atlanta

Savannah

Lake Barkley

Nashville

Clarksville

Nashville

Gallatin

Cumberland River

Cookeville

Cherokee Lake

Clinch River

Morristown

Knoxville

Maryville

Tennessee River

Athens

Cleveland

Lake Chickamauga

Lookout Mountain

Tennessee River

Tennessee

Chattanooga

Columbia

Tims Ford Lake

Murfreesboro

Smyrna

Franklin

Duck River

ee

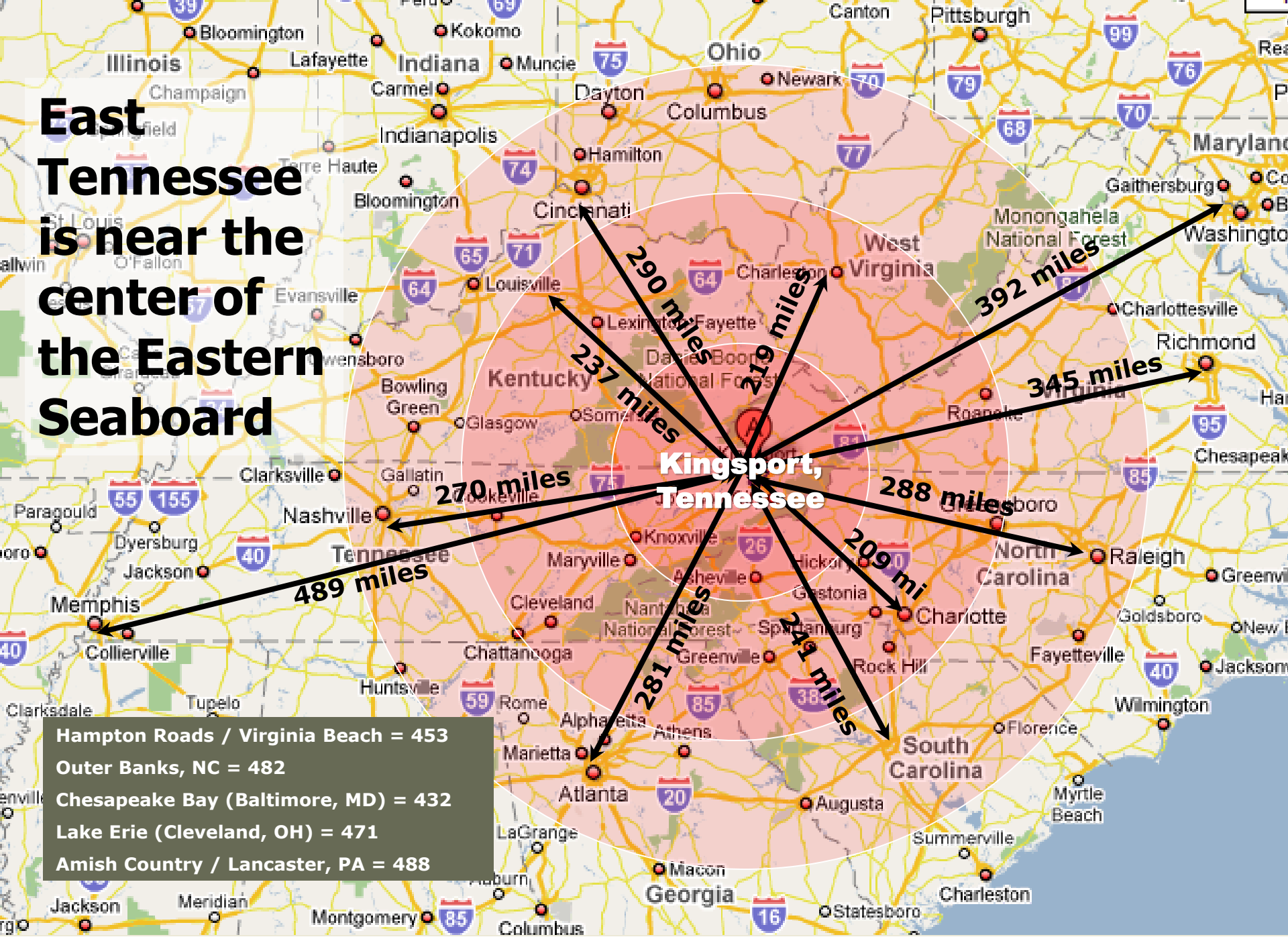
enceburg

Alabama

Is Kingsport a suburb of Knoxville? No, here's a comparison:

Austin to San Antonio	1 hr 21 min	79.34	mi
Kingsport to Asheville	1 hr 33 min	85.69	mi
Sacramento to San Francisco	1 hr 34 min	86.92	mi
Kingsport to Knoxville	1 hr 40 min	101.71	mi
Buffalo to Toronto	1 hr 45 min	94.58	mi
Milwaukee to Chicago	1 hr 46 min	88.88	mi
Hartford to Boston	1 hr 49 min	101.07	mi
Tampa-St Pete to Orlando	1 hr 49 min	106.49	mi
Baltimore to Philadelphia	1 hr 50 min	97.04	mi
Philadelphia to New York	1 hr 52 min	94.18	mi
Richmond to Washington	1 hr 53 min	106.00	mi
Savannah to Charleston	1 hr 54 min	103.74	mi
Savannah to Jacksonville	1 hr 55 min	120.53	mi
Kingsport to Gatlinburg, TN	1 hr 55 min	103.35	mi
Cleveland to Pittsburgh	1 hr 56 min	114.90	mi
Richmond to Virginia Beach	1 hr 58 min	108.80	mi

East Tennessee is near the center of the Eastern Seaboard



TRI-CITIES



Tennessee's 5th Largest Metro



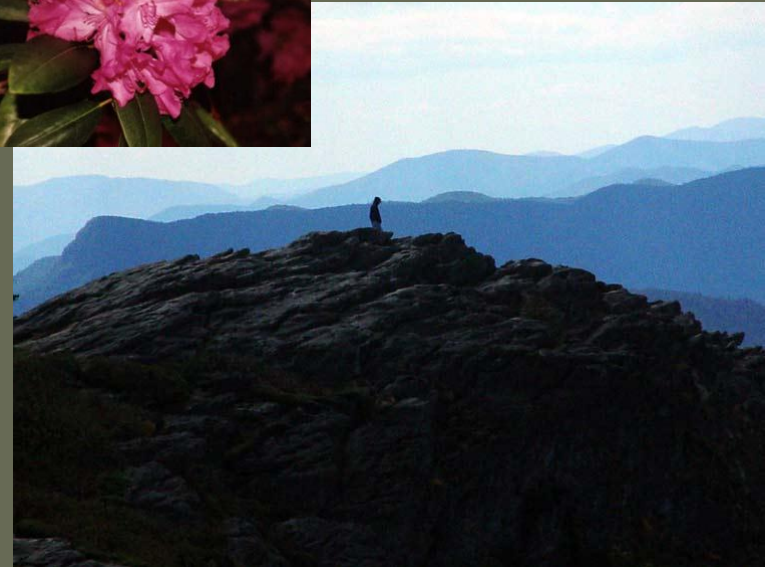
Nashville-Murfreesboro-Franklin, TN	1,589,934
Memphis, TN-MS-AR	1,316,100
Knoxville, TN	698,030
Chattanooga, TN-GA	528,143
Kingsport-Bristol, TN-VA	309,544
Clarksville, TN-KY	273,949
Johnson City, TN	198,716
Morristown, TN	136,608
Cleveland, TN	115,788
Jackson, TN	115,425
Cookeville, TN	106,042
Tullahoma, TN	100,210
Sevierville-Pigeon Forge-Gatlinburg, TN	89,889

Census Bureau, Metropolitan Statistical Area: 2010 Census

<i>Knoxville, TN</i>	<i>698,030</i>
<i>Greenville, SC</i>	<i>636,986</i>
<i>Chattanooga, TN-GA</i>	<i>528,143</i>
<i>Asheville, NC</i>	<i>424,858</i>
<i>Hickory-Lenoir-Morganton, NC</i>	<i>365,497</i>
<i>Kingsport-Bristol, TN-VA</i>	<i>309,544</i>
<i>Roanoke, VA</i>	<i>308,707</i>
<i>Charleston, WV</i>	<i>304,284</i>
<i>Huntington, WV</i>	<i>287,702</i>
<i>Spartanburg, SC</i>	<i>284,307</i>
<i>Lynchburg, VA</i>	<i>252,634</i>
<i>Charlottesville, VA</i>	<i>201,559</i>
<i>Johnson City, TN</i>	<i>198,716</i>
<i>Anderson (Clemson) , SC</i>	<i>187,126</i>
<i>Blacksburg (Virginia Tech)</i>	<i>162,958</i>
<i>Morristown, TN</i>	<i>136,608</i>
<i>Cleveland, TN</i>	<i>115,788</i>

Census Bureau, Metropolitan Statistical Area: 2010 Census

Kingsport is...
the largest city in the
6th Largest Metro in
America's
Mountain South



Kingsport's settlement pre-dates the State of Tennessee by 35 years

1761 - British Fort Robinson (later taken by U.S. and renamed Fort Patrick Henry)

1779 - Sullivan County, NC (later TN) formally established

1784-1789 The Lost State of Franklin

1796 - Tennessee statehood from North Carolina

1822 - "Old" Kingsport incorporated

1861-1865 - American Civil War

1917 - "New" Kingsport incorporated (nearly 100 years after "Old" Kingsport)

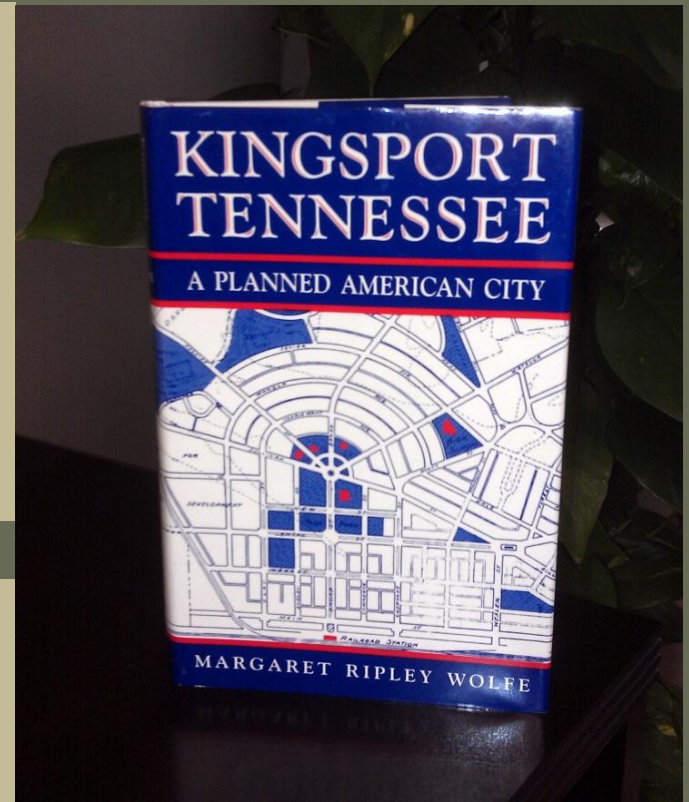
1967 - "Old" Kingsport annexed into "New" Kingsport

Even in the early 1920s, according to Draper, it took from an hour and a half to two hours, over barely passable roads, to travel from Bristol to Kingsport. "In those days," he added, "you figured on changing a tire every twenty-five miles."⁶ Not surprisingly, given these circumstances, J. Fred Johnson hustled to get Kingsport placed on the route of the Lee Highway, a national artery from New York to New Orleans. To secure the town's position more firmly, he led a delegation of eleven men, more than that from any other East Tennessee community, to a convention of the Lee Highway Association in 1921 and was himself named one of the

Kingsport, Tennessee: A Planned American City (1987)

"This historic old town on the Holston River may become a city of industry, art and manufacture or it may become a metropolis of a region rich in mineral development...unsurpassed in beauty and fertility."

Bristol Herald-Courier 1908



Kingsport, Tennessee: A Planned American City (1987)

"Plan to 'boom a town at Kingsport' "

Johnson City Comet
August 17, 1905

"This would mean that Kingsport is to arise from a small country town, located at the intersection of the North and South forks of the Holston River, to become one of the most important manufacturing and business towns in the state of Tennessee"

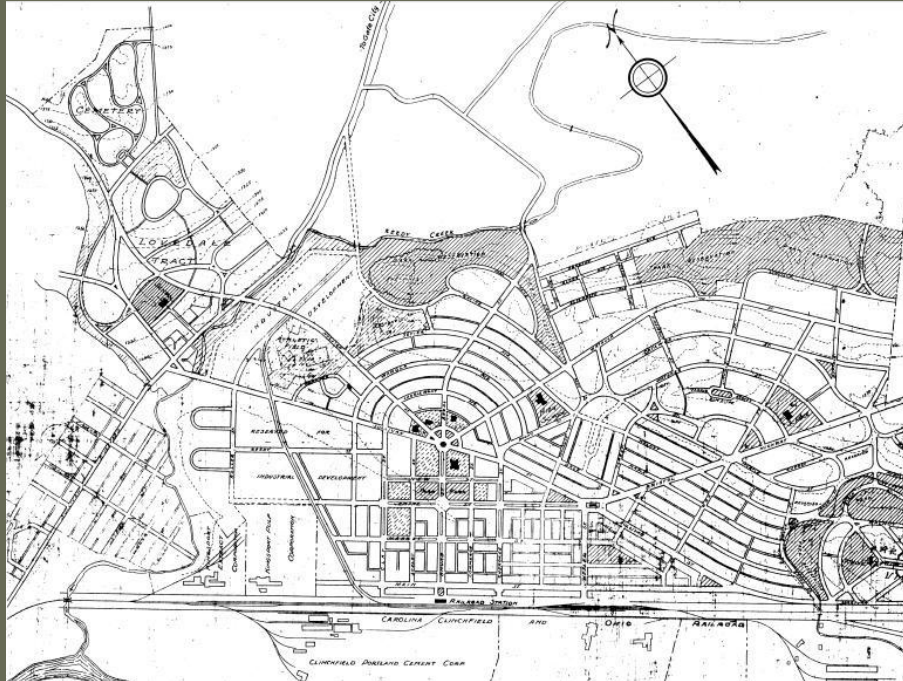
Johnson City Comet
August 24, 1905



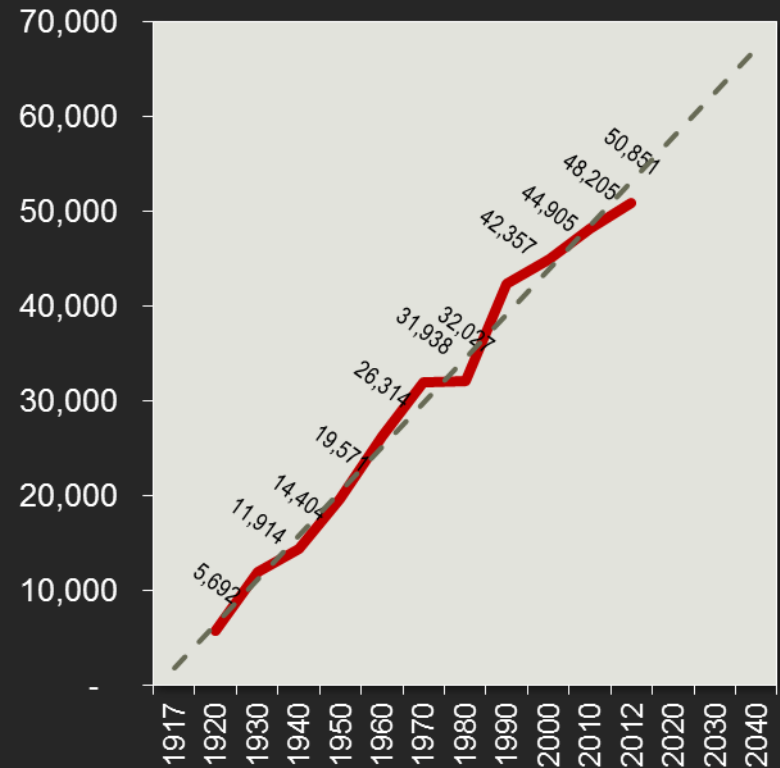
"The Kingsport Spirit"

"Were I to undertake to define the spirit underlying every step in the growth of Kingsport, from the days of its humblest beginning until now, I could not avoid the assertion that the spirit, if it be a spirit, is one of mutual helpfulness and a willingness to submerge selfish interest beneath the individual effort to assure the greater good for the greatest number."

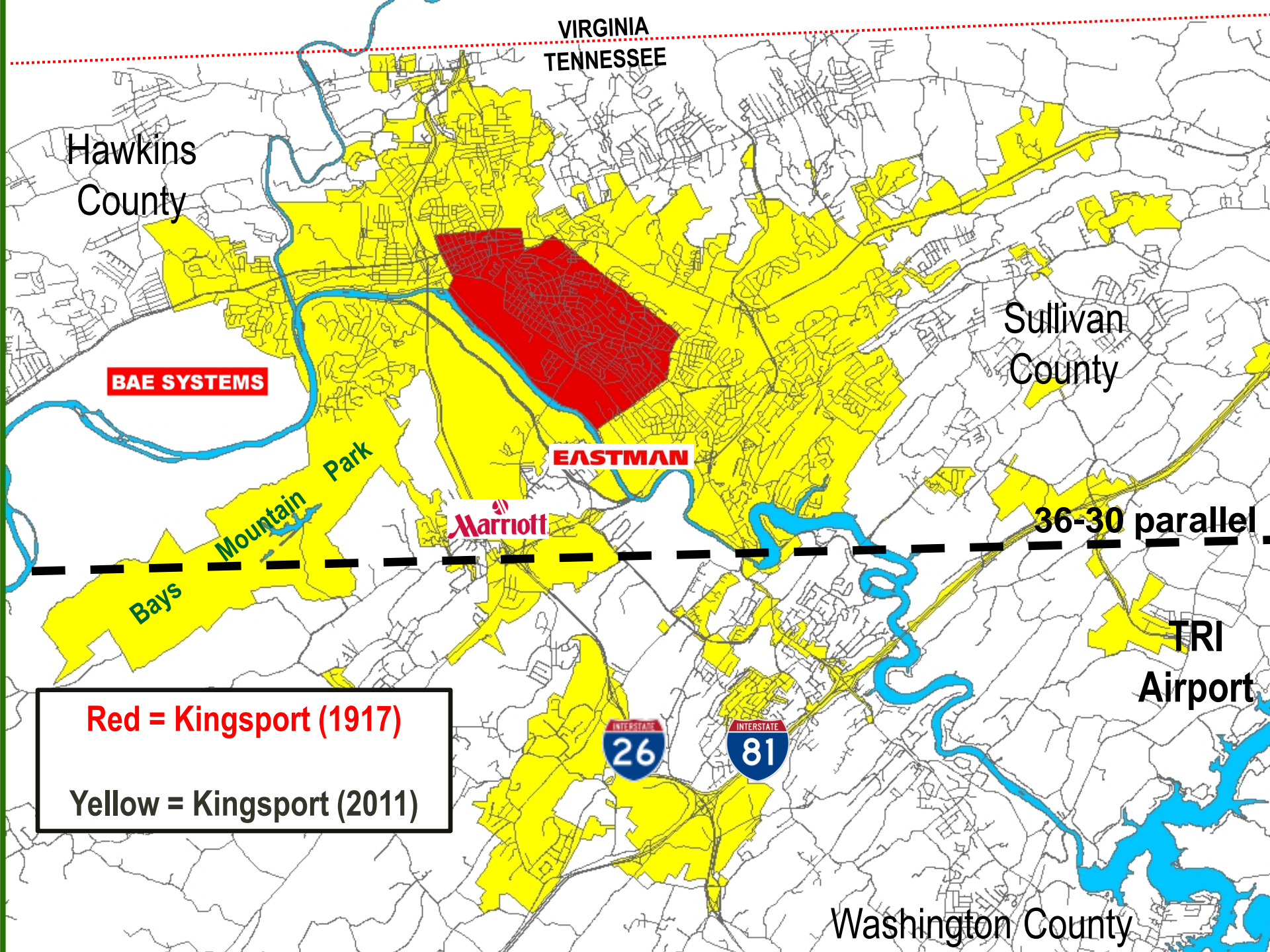
~ *J. Fred Johnson, 1937*



City of Kingsport, Tennessee Incorporated Population



GENERAL MAP
of
KINGSPORT TENNESSEE
COMPILED IN THE OFFICE OF
JOHN NOLEN CITY PLANNER
HARVARD SQ. CAMBRIDGE MASS.
1919



The 1999 Economic Summit

Economy in Transition

- ☀ “Last one out, turn out the lights”
- ☀ Major manufacturing closures/lay-offs
- ☀ Eastman spin-off from Kodak
- ☀ Major changes in elected officials and appointed leadership
- ☀ “Rustbelt”
- ☀ Call to action – A new day, a new plan

EDUCATION & HEALTHCARE JOBS

Area: Kingsport-Bristol-Bristol, TN-VA
Supersector: Education and Health Services
Industry: Education and Health Services
Data Type: All Employees, In Thousands



MANUFACTURING JOBS

Area: Kingsport-Bristol-Bristol, TN-VA
Supersector: Manufacturing
Industry: Manufacturing
Data Type: All Employees, In Thousands



Where We Were

The 1999 Economic Summit

Six Major Non-Traditional Economic Development Initiatives

- Higher Education (Educate & Grow)
 - Recruit people (educated with income)
 - Retail amenities
 - Accessibility (airport)
 - Quality of life amenities
 - Commitment to education
- Small business & entrepreneurs
- Leisure/hospitality/sports tourism
- Redevelopment / TIF / PILOT
- Public arts, sculpture, music, cultural amenities



Broad Street Redevelopment
Concept Plan 2001

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Concept Plan 2001



Kingsport Academic Village brings 2,100 students downtown

Then and Now	1999 Summit	2010 ACS 5-Yr
College degree or higher	18%	32%
Median age	42.3	43.7
Over 65	21%	20%
Median Family Income	\$30,279	\$51,826

Harvard recognizes city's efforts to spur education

Most residents already consider Kingsport a special place. All the same, it's gratifying that the city has been identified by Harvard University as creating some of the most innovative education initiatives in the nation.

This week in Washington, D.C., the Ash Institute for Democratic Governance and Innovation at the John F. Kennedy School of Government, Harvard University honored Kingsport as one of only six winners of the 2010 Innovations in American Government Awards.

The prestigious award is a recognition from one of the top universities in the nation of Kingsport's years of work in promoting and advancing higher education — from the Educate and Grow program, to the newly opened Kingsport Center for Higher Education, to the idea of creating an Academic Village in downtown Kingsport.

As Mayor Dennis Phillips noted, the incredible accomplishment will "draw attention to not only Kingsport, but

TENNESSEE News

Price 75 Cents



94th Year, Number 271

Haslam says 'Educate and Grow' could go statewide

■ **'Educate and Grow'** scholarship program allows every high school graduate who



HASLAM

standards to attend four

The program, funded by city and county taxpayers, allows every high school graduate who meets entrance requirements and minimum academic standards to attend four

Education a family affair for Church Hill foursome

■ **'As long as** you're willing to learn, you will learn here.'

— Troy Christian

By RICK WAGNER
rwagner@timesnews.net

KINGSPORT — When it comes to the Kingsport Center for Higher Education, the Christian family of Church Hill is keeping it all in the family.

Dad Troy Christian, mom Teresa,



and professors and among students.

"They're really here to help us learn," Teresa said of the professors, including her anatomy professor, whom she talked with as he came through a hall at the center during the family's recent interview. "You're about get to know everybody in your classroom by the end of the semester on a personal level."

Of the Christians:

• Troy has worked at Domtar for about four years. About three years

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Broad Street Redevelopment
Concept Plan 2001

More than 75% of workforce in establishments with <9 employees



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2010	Count	%
1-4 Employees	1,381	56.4%
5-9 Employees	472	19.3%
10-19 Employees	290	11.8%
20-49 Employees	181	7.4%
50-99 Employees	75	3.1%
100-249 Employees	36	1.5%
250-499 Employees	8	0.3%
500-999 Employees	3	0.1%
1,000+ Employees	4	0.2%

[CNNMoney.com](#) > [Small Business](#) > [Best Places to Launch](#)

BEST PLACES TO LAUNCH

The best metro areas for small business startups

2009

Full List

Near You

Find Loans

Business Climate

Costs

Fastest small business growth

Educated workers

Low crime

High income

Growing economy

Fastest small business growth

In these metro areas, the number of small businesses -- companies with fewer than 50 employees -- grew fast from 2004-2007.

FASTEST GROWTH

SLOWEST GROWTH

Rank	Metro area	Small business growth rate	# of small businesses (1-49 employees)
1	Kingsport, TN	43.7%	6,087
2	St. George, UT	29.8%	4,224
3	Provo, UT	23.0%	10,525
4	Bend, OR	22.6%	6,554
5	Palm Coast, FL	22.4%	1,888

Best Places Winners


[Show: All 50](#) | [Top Large Places](#) | [Top Midsize](#) | [Top Small](#)

Top 25 Lists

[Small business growth](#)
[College-educated workers](#)

Find your law

Do you prefer a place is:

The factors that matter most to me are:

☐ Affordable wage

☐ Educated workers

☐ Low crime

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Broad Street Redevelopment
Concept Plan 2001



I-26 Gateway

Leisure, Hospitality, Professional, Medical



\$127,645,200 in spin-off
private taxable
investments

(1998-2011 Sullivan Co Public Tax Records)



The 1 year increase from 2008-2009 (\$22,576,400) was greater than the total property value in 1998 (\$22,496,860)



Where We Were

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Six Major Non-Traditional Economic Development Initiatives

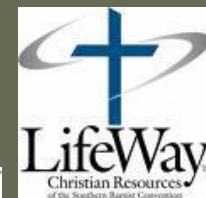
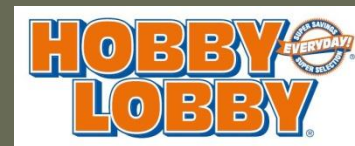
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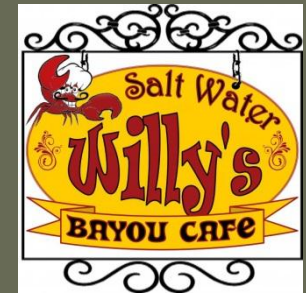
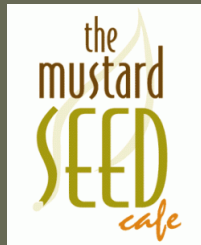
Broad Street Redevelopment
Concept Plan 2001



Since 2005, all of these have located on a **redeveloped** site



Kingsport has the largest concentration of thriving locally-owned restaurants whose sales and popularity only seem to grow as each national franchise opens

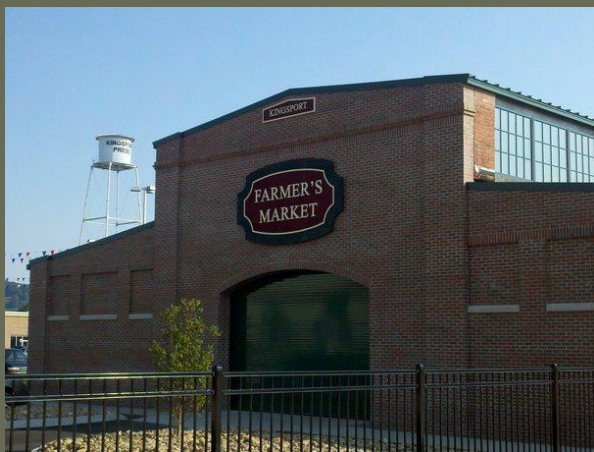


Downtown Kingsport Renaissance

\$114.9 million appraised value

\$41.7 million in private taxable
investment (1998-2011)

Excluding churches, hospital,
higher education (an additional
\$129,000,000)



Kingsport's Farmer's Market is by far the largest and longest running natural foods market in the region, bringing locally grown foods to market *twice a week*



Downtown Kingsport's Concert Series attracts thousands of visitors every Thursday and Friday night from May through early



DOWNTOWN KINGSPORT CONCERT SERIES 2012

THURSDAY NIGHT

FRIDAY NIGHT

- MAY 17** USAF STARLIFTER BAND
- MAY 24** SCOTT MILLER BAND
- MAY 31** HUNDRED ACRES & GUEST
- JUNE 7** WEBB WILDER
- JUNE 14** DAVE MATHEWS TRIBUTE BAND
- JUNE 21** CHAIRMEN OF THE BOARD
- JUNE 28** CHINA GROVE
- JULY 26** BRINLEY ADDINGTON & NASH STREET
- AUG 2** SLIPPERY WHEN WET (BON JOVI COVER BAND)
- AUG 9** ATLANTA RHYTHM SECTION
- AUG 16** BENNY WILSON BAND & IVY ROAD

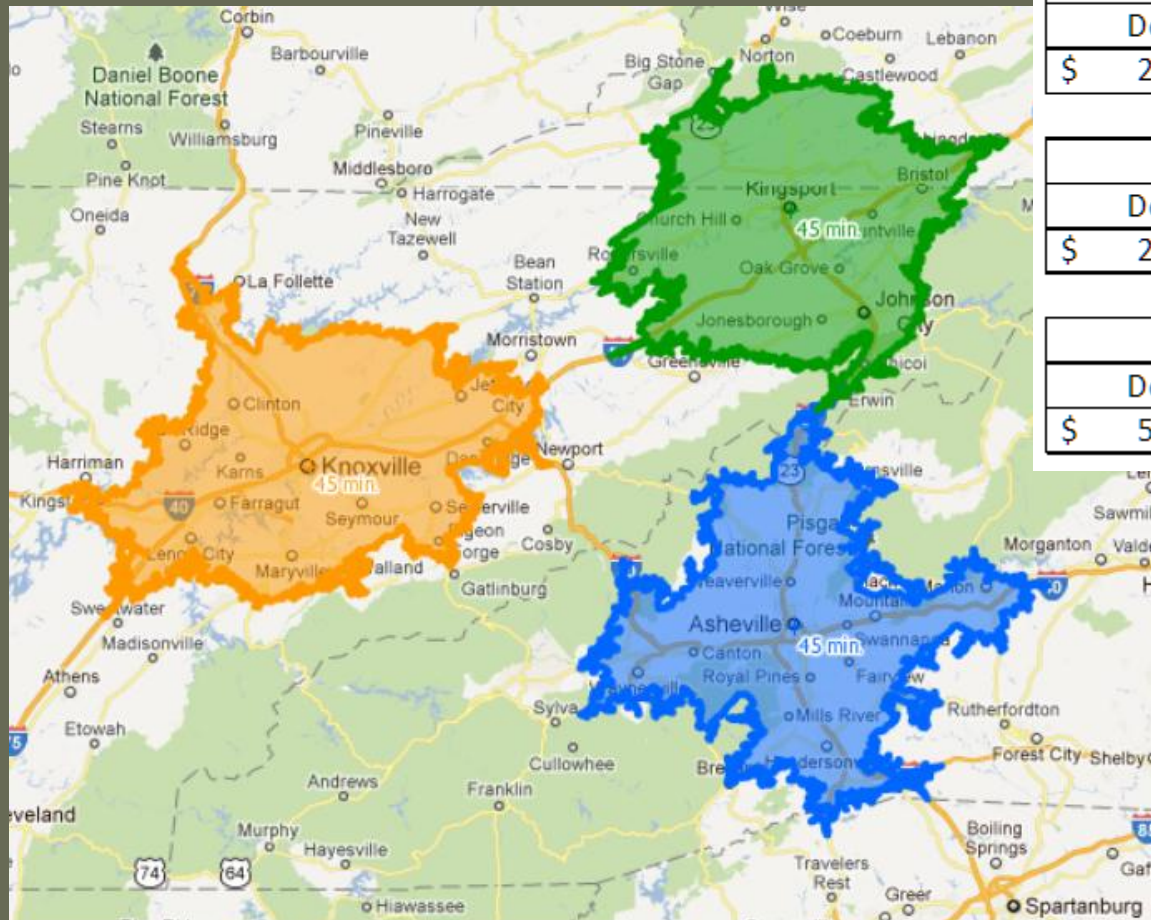
- MAY 11** NILICHUCKY RIVER BAND
- MAY 18** GLADE HOLLOW BAND
- MAY 25** REPUBLIC STEEL
- JUNE 1** TONY HOLT & THE WILDWOOD VALLEY BOYS
- JUNE 8** US NAVY BLUEGRASS BAND
- JUNE 15** RASIN CANE BAND
- JUNE 22** CODY NORRIS & WATAUGA MT. BOYS
- JUNE 29** WEST BOUND RANGERS
- JULY 6** SHANNON & HEATHER SLAUGHTER & COUNTRY CLARE BAND
- JULY 27** STEVE HELTON & FLINT RIVER BOYS
- AUG 3** SCOTT COUNTY BOYS
- AUG 10** SHADOW RIDGE
- AUG 17** TYLER WILLIAMS BAND
- AUG 24** TENNESSEE SKYLINE
- AUG 31** EAST TENNESSEE STATE BLUEGRASS BAND



TEXT "CONCERTS" TO



Customers within 45 minutes of Downtown Kingsport do not overlap existing Tupelo Honey locations in Asheville or Knoxville.



Full Service Restaurants

45 minutes

Downtown Kingsport (pop. 433,020)		
Demand	Actual Sales	Difference
\$ 236,913,575	\$ 253,593,386	\$ (16,679,811)

Downtown Asheville (pop. 465,342)		
Demand	Actual Sales	Difference
\$ 262,723,085	\$ 369,765,774	\$ (107,042,689)

Downtown Knoxville (pop. 838,692)		
Demand	Actual Sales	Difference
\$ 551,634,198	\$ 835,912,621	\$ (284,278,423)

URBAN AREA ANALYSIS

1-Mile Radius	Population		Physician Count	Median Disposable Income			"White Collar" Employees
	Daytime	Resident		2010	Projected 2015	Change	
Downtown Kingsport (300 Broad St)	19,220	6,348	211	\$ 24,033	\$26,360	9.70%	63.4%
Downtown Johnson City (101 E Main St)	16,734	9,753	74	\$ 22,379	\$23,638	5.60%	59.2%
Downtown Bristol (700 State St)	9,972	8,582	12	\$ 21,555	\$22,680	5.20%	61.7%
Downtown Asheville (1 N Pack Square)	24,087	8,922	217	\$ 21,711	\$22,748	4.80%	64.8%
Downtown Knoxville (1 Market Square)	29,435	12,340	30	\$ 11,601	\$12,086	4.20%	62.9%

Downtown Kingsport has the largest

...daytime population

...physician count (and patients)

...disposable income

...growth in disposable income

...white collar employees

1,231 FREE off street parking spaces

- 215 Shelby 364 spaces, 3 minutes
- 201 E Market 90 spaces, 3 minutes
- 218 Clay 65 spaces, 3 minutes
- 425 Shelby 166 spaces, 3 minutes
- 420 Cherokee 77 spaces, 4 minutes
- 175 Cherokee 149 spaces, 5 minutes
- 330 E Sullivan 23 spaces, 5 minutes
- 102 Shelby 37 spaces, 5 minutes
- 399 W Market 18 spaces, 6 minutes
- 201 Clinchfield 101 spaces, 7 minutes
- 101 Clinchfield 141 spaces, 8 minutes

FARMERS
MARKET

DOMTAR
PAPER

POST
OFFICE

RPAL

CITY HALL

JUSTICE
CENTER

KCHE

DEVELOPMENT
SERVICES

KATS
BUS

RCHP

RCAT

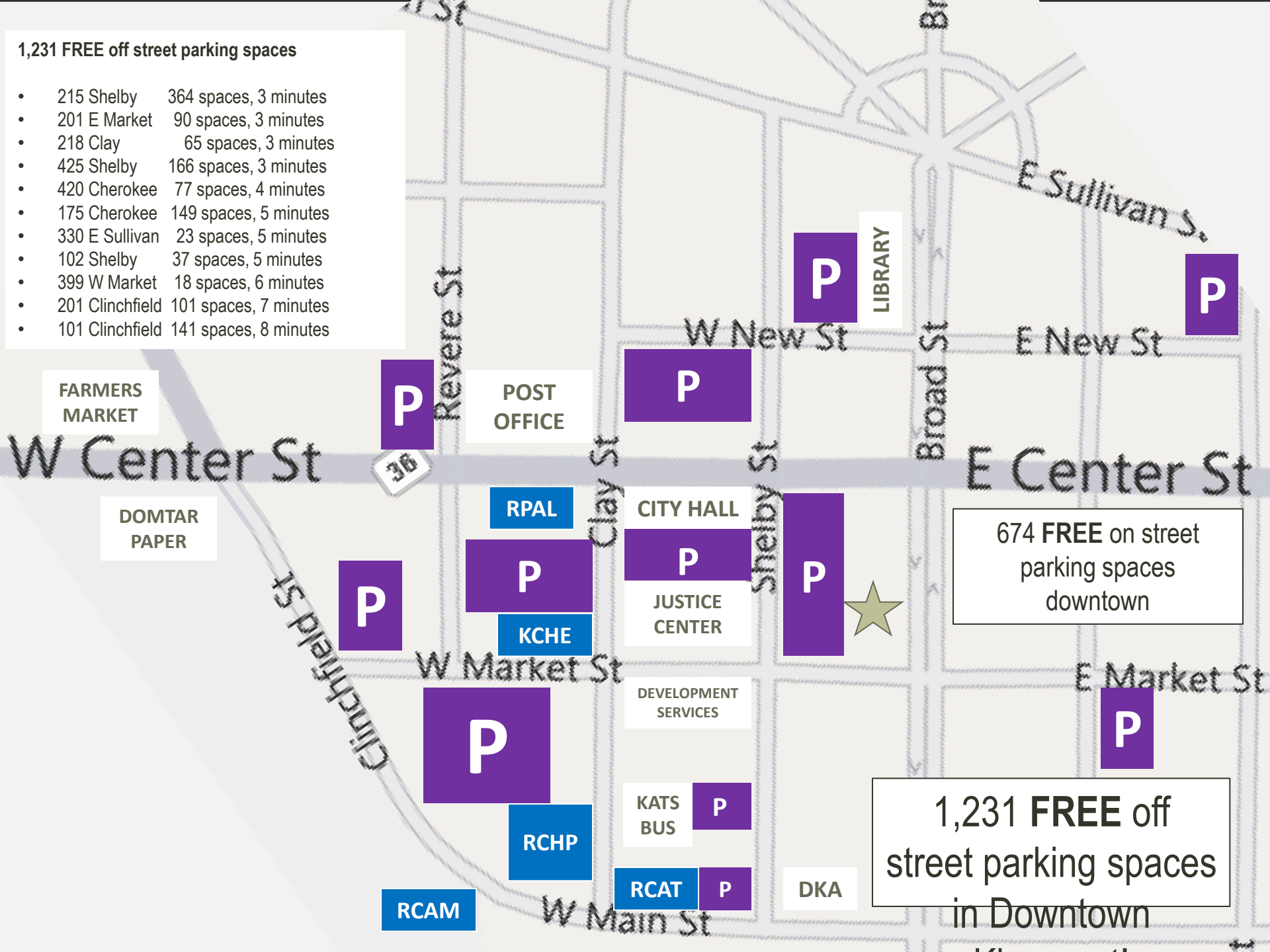
RCAM

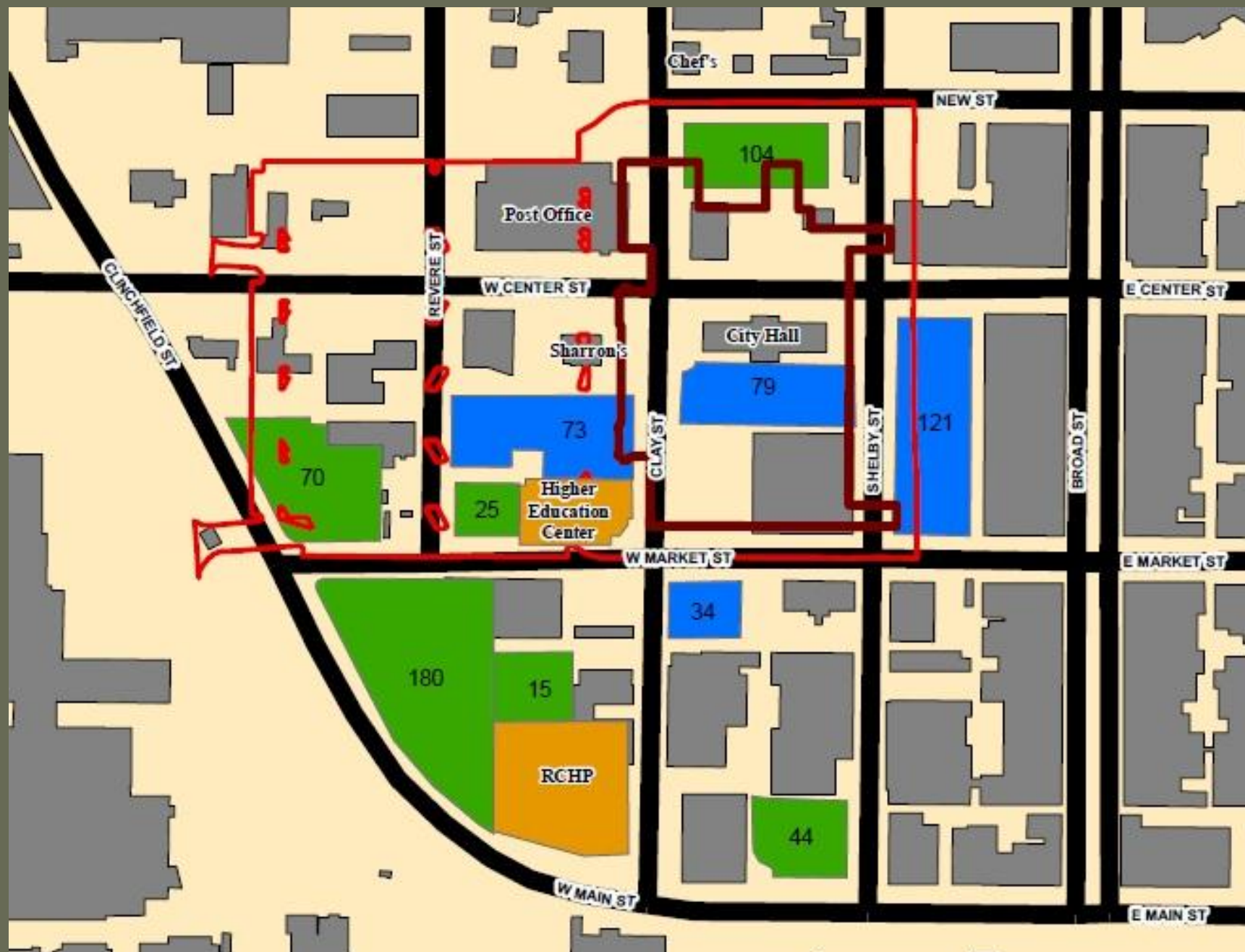
DKA

LIBRARY

674 **FREE** on street
parking spaces
downtown

1,231 **FREE** off
street parking spaces
in Downtown





Where We Were

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Broad Street Redevelopment
Concept Plan 2001



OFFICIAL RELOCATION GUIDE

THE FACTS

CAREERS

FAMILIES

HOMES

ACTIVITIES

What Are You Looking For?

SEARCH

[CONTACT US](#) - or - Call 423-392-



MEET OUR NEIGHBORS - Select an image and we'll introduce you to some of those who call Kingsport their new home.

2008 Best Walking City

- Walk Magazine



**A community like no other
... and we'll prove it!**

Sign the Guestbook and we'll get started to help you [FIND A JOB](#), [FIND A HOME](#) and discover a new life in Tennessee's bright spot.

Get Started Now



Tennessee's Bright Spot

Offering a dynamic combination of pristine beauty and cutting-edge technology, the city of Kingsport is a beacon of hospitality in an

Kingsport Just For You...

Select a preference below for custom information related to your interests in our community. It's Kingsport just for you...

Top Destinations - Must See

Ride The Bus!

It's almost as good as being there yourself. Ride the Downtown Kingsport Tour Bus with Chad

2010 POPULATION DISTRIBUTION IN THE UNITED STATES
AND PUERTO RICO

Kingsport's Strategic Location for Business and Residence



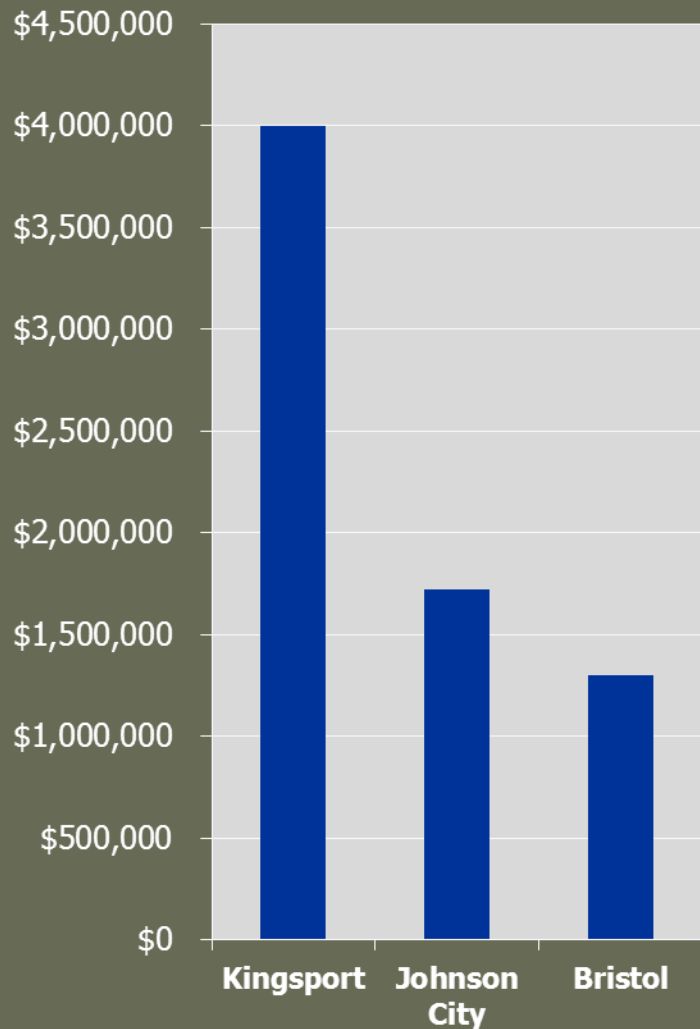
Why Kingsport?

Total City & County property taxes on a \$200,000 home = \$2,035 per year

- ☀ No solid waste, garbage, trash or recycling fees
- ☀ No special school tax
- ☀ No special district tax (fire, parks, etc.)
- ☀ No wheel tax in Sullivan County
- ☀ No state income tax on salaries/wages
- ☀ No personal property tax
- ☀ No vehicle inspection fees
- ☀ No annual vehicle taxes of any kind
- ☀ Internationally accredited police and fire departments



Kingsport's United Way goal exceeded \$4 million last year and is significantly more than the next highest in the region, another indicator of 'the Kingsport Spirit'



Kingsport Times-News

Caring Kingsporters help United Way surpass goal

When longtime residents speak of Kingsport as a special place, it's generally not the climate or geography they have in mind, but the remarkable spirit of the residents. One of the clearest examples is Kingsport's annual United Way fund drive. This year, the United Way of Greater Kingsport not only met its goal of \$3.62 million, but exceeded it.

once cold will now be warm. Some who were once without decent clothing will now be cleanly dressed. Some who have gone to bed hungry will have full stomachs. Some who once despaired will now have hope.

But, of course, charity is not a one-way street. By giving, we nourish our own spirits.

Kingsport is green!

Household Green Index	
Kingsport	106.3
Asheville	103.4
Bristol	101.7
Johnson City	101.1
USA	100.0
South Atlantic Region	96.6
Knoxville	92.8
State of North Carolina	91.0
State of Tennessee	90.4
East South Central Region	88.4

Mosaic® USA is a registered trademark of Experian. National Business Database, INSOURCE™ consumer demographics, Consumer Expenditure (CEX) Data Source: Experian.

Litter free events



26 years



2006 Affiliate of the Year



32 years





*You've got
Connections!*

[Home](#) [About TRI](#) [Booking](#) [Airline Info](#) [Ground Transportation](#) [Passenger Services](#) [Security](#) [Contact](#)

Tri-Cities Regional Airport



a world-class airport - right here at home

Passenger numbers at TRI up 9.2 percent

February, 2011

**Direct flights to
4 Cities:**

Atlanta
Charlotte
Orlando
St. Pete/Clearwater

**Closest Neighboring
Airports:**

Asheville (90 miles)
Knoxville (112 miles)

Variety of Housing Choices

updated February 1, 2012



4836 Preston Park Dr (5596 sf)
Built: 1995 , 5 BR 6 BA
\$750,000 (\$7,689 taxes)



386 Golf Ridge Dr (3717 sf)
Built: 2011, 4 BR 5 BA
\$851,900 (\$8,733 taxes)



1242 Ridgetop Trail (8093 sf)
Built: 1996, 7 BR 8 BA
\$1,600,000 (\$16,403 taxes)



2501 Glasgow Station Rd (3862 sf)
Built: 2008, 5 BR 5 BA
\$550,000 (\$5,638 taxes)

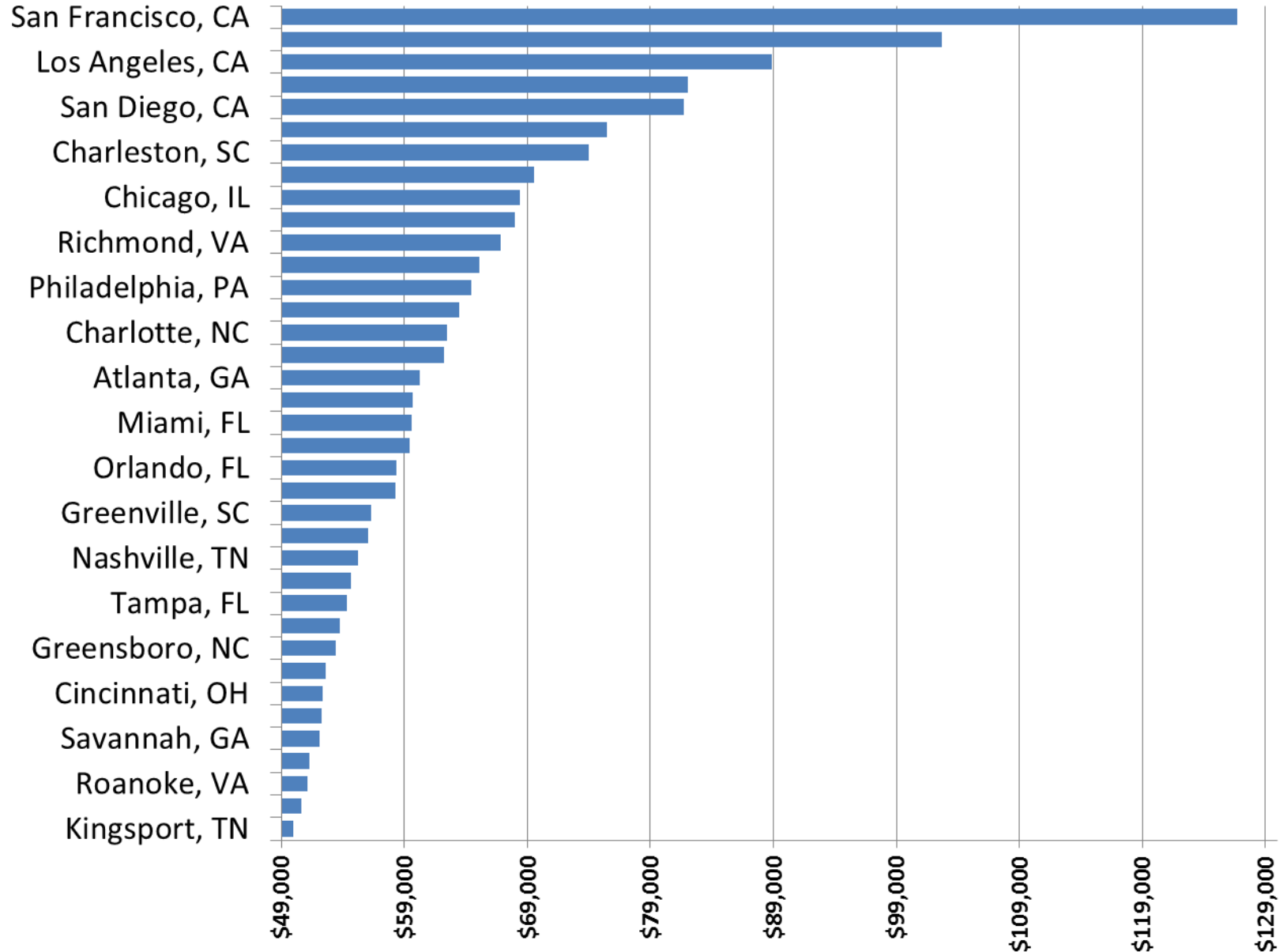


4236 Anchor Pointe Dr (2649 sf)
Built: 2010, 3 BR 3BA
\$379,900 (\$3,895 taxes)



2137 Bonaire Rd (3478 sf)
Built: 1963, 4 BR 4 BA
\$299,900 (\$3,074 taxes)

Equivalent Cost of Living for \$50,000



Low taxes coupled with high quality of life

For a family of 4 in a house appraised at \$229,500...

	2011
Gasoline	\$ 2,890
Mobile Phone (3)	\$ 2,496
1 pack of cigarettes/day @ \$5 ea	\$ 1,825
Car Insurance (2)	\$ 1,727
2-liters of bottled water/day @ \$1.99 ea	\$ 1,453
Electricity	\$ 1,298
County Property Taxes	\$ 1,222
Cable TV	\$ 1,214
City Property Taxes*	\$ 1,113
Natural Gas	\$ 864
Water + Sewer	\$ 598

*All inclusive: No special assessments or monthly fees for garbage/trash/recycling, schools, parks, fire, etc.



8th Best Place for Starting Over June 2011

- ✿ The Tri-Cities region of northeastern Tennessee and southwestern Virginia, in the Blue Ridge Mountains, was the birthplace of the country's earliest country-music recordings.
- ✿ Today, the area takes a back seat to Nashville, Tenn., in the music arena, but it is home to a number of large employers, including thriving Eastman Chemical Co., paper maker Domtar Corp. and the Holston Army Ammunition Plant.
- ✿ Kingsport also is making some bold moves to boost its economic fortunes by harnessing the education of its residents. The city won accolades from both the National League of Cities and Harvard University for its city scholarship program, which pays for up to four semesters at Northeast State Community College for city high-school graduates.

SPECIAL REPORT 100 BEST PLACES TO WORK IN IT 2011

Employer Profile

NO. 55

Eastman Chemical Co.

Kingsport, Tenn. [South Atlantic]

<http://www.eastman.com><http://www.eastman.com/Company/Careers/>

Why You Want to Work There

The newest employees at this chemical firm in Kingsport, Tenn., go through a formal yet flexible onboarding program. The employee's entire workgroup is involved, and the new hire is also paired with a mentor. As part of the development process, employees can work in various areas of the organization to build their experience, and interested employees are also given opportunities outside of IT, in areas such as manufacturing, to enhance their skills. An IT Development Club gives newer employees a better understanding of the organization, helps them identify career opportunities and network with others to develop business relationships. The club hosts informational speakers -- usually top IT leaders -- and social events where employees can enjoy activities such as bowling or hiking. **Fluid schedules** Flexible or alternate work arrangements include standard workweeks compressed into fewer than five eight-hour days. Many employees choose to work four nine-hour days and one four-hour day. The company also caters to diverse interests through clubs such as the Eastman Professional Development Club, International Club and various recreation clubs. An annual merit review process awards pay increases based on individual performance and an employee/team recognition directly links rewards and recognition to short-term employee contributions to business objectives.

Rank by company size

Medium, No. 15

EMPLOYEE STATISTICS

Total employees

8,633

Total IT employees

320



- View the
- View and ranking
- In the No
- Employee for training
- 29,000 IT say
- Tell us al to work!

with



Waconia, Minnesota

Only 30 minutes west of the Twin Cities, and it boasts an outdoor playground of natural beauty...plus a community indoor water park. The town is an especially friendly place to build a primary care practice in or near Minneapolis/St. Paul, then come home to this cozy settlement of 9,000 on the shores of Lake Waconia.



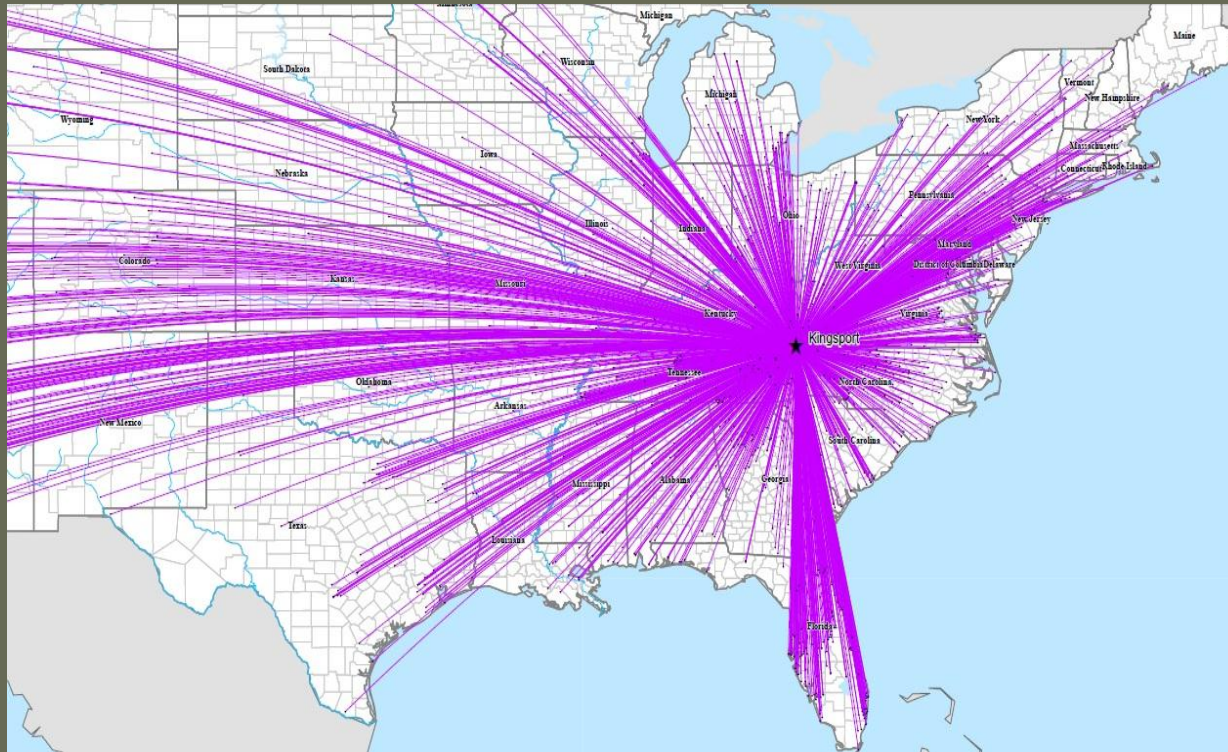
**Medical
Economics®**
SMARTER BUSINESS. BETTER PATIENT CARE.

Kingsport, Tennessee

Recently named one of the best cities to practice medicine in America by Medical Economics Magazine:

FY06-13

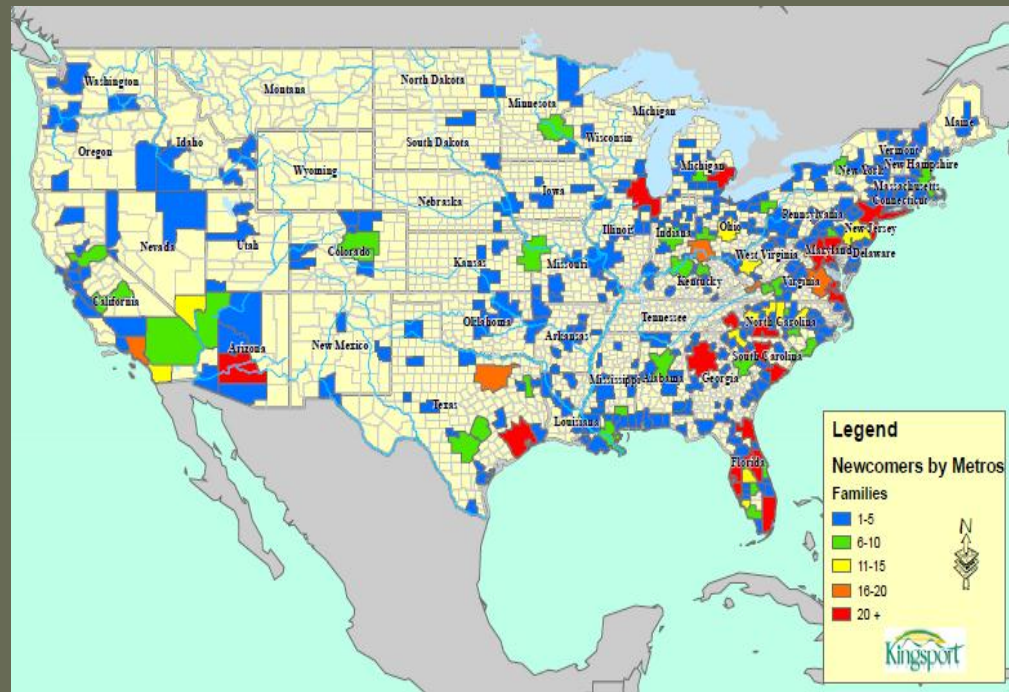
2,591 families from 49 states & DC
moved to Kingsport



1	VIRGINIA	847
2	FLORIDA	292
3	N. CAROLINA	213
4	GEORGIA	94
5	S. CAROLINA	93
6	KENTUCKY	92
7	TEXAS	88
8	OHIO	75
9	CALIFORNIA	70
10	MICHIGAN	60
11	NEW YORK	60
12	MARYLAND	56
13	PENNSYLVANIA	45
14	ALABAMA	41
15	ILLINOIS	37
16	MISSISSIPPI	37
17	ARIZONA	35
18	INDIANA	33
19	WEST VIRGINIA	33
20	NEW JERSEY	30
21	LOUISIANA	27
22	COLORADO	24
23	MISSOURI	17
24	NEVADA	16
25	WASHINGTON	15

Top Metros Moving to Kingsport FY06-FY13

1	Tampa Bay, FL	58
2	Washington, DC-VA-MD-WV	53
3	Atlanta, GA	40
4	Miami-Ft Lauderdale, FL	38
5	New York-Northern NJ	38
6	Asheville, NC	35
7	Charlotte, NC-SC	34
8	Orlando, FL	33
9	Va Beach-Norfolk, VA-NC	29
10	Deltona-Daytona, FL	26
11	Detroit, MI	25
12	Chicago, IL-IN-WI	24
13	Houston, TX	24
14	Baltimore, MD	23
15	Charleston, SC	23
16	Phoenix, AZ	23
17	Jacksonville, FL	22
18	Sarasota-Bradenton, FL	21
19	Columbia, SC	20
20	Dallas-Fort Worth, TX	19
21	Cincinnati, OH-KY-IN	17

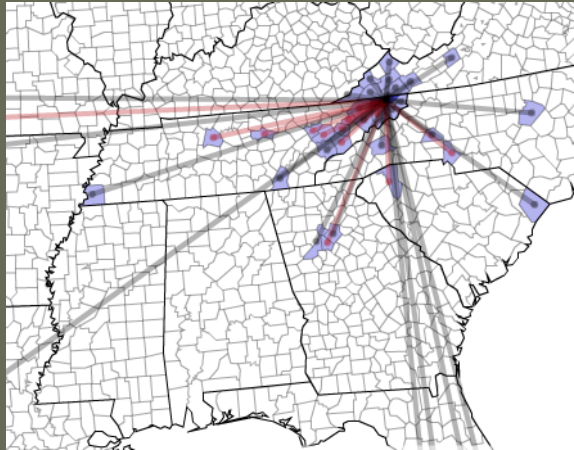


1	Kingsport-Bristol, TN-VA (non Kingsport zip)	2,497
2	Johnson City, TN	1,417
3	Greeneville, TN	374
4	Knoxville, TN	166
5	Morristown, TN	77
6	Nashville-Davidson--Murfreesboro, TN	68
7	Chattanooga, TN-GA	49
8	Sevierville, TN	27
9	Memphis, TN-MS-AR	25

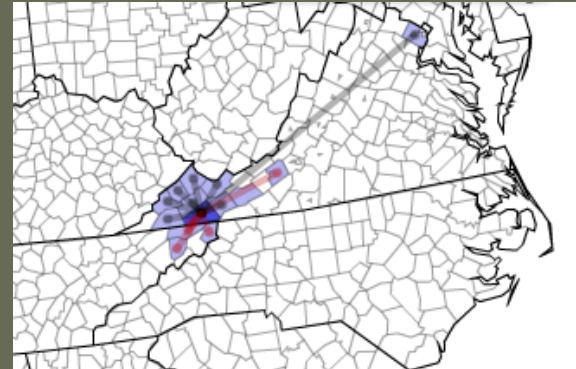
Free data (in this case, interactive!): Fortune Magazine (2008) Where Americans Are Moving

<http://www.forbes.com/2010/06/04/migration-moving-wealthy-interactive-counties-map.html>

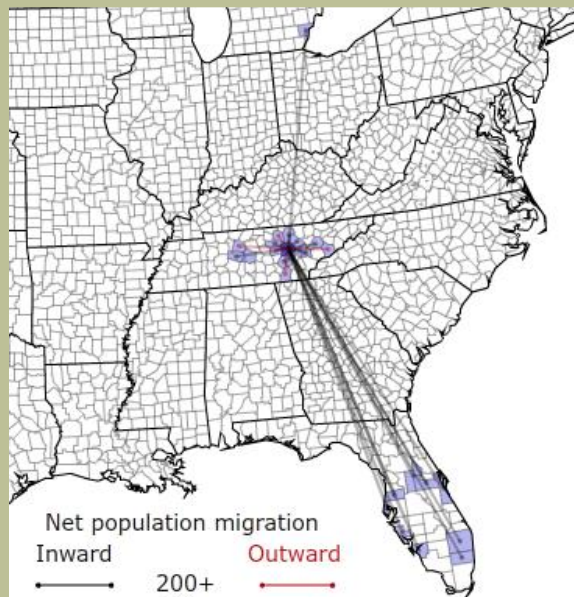
Kingsport
Sullivan Co,
Tennessee



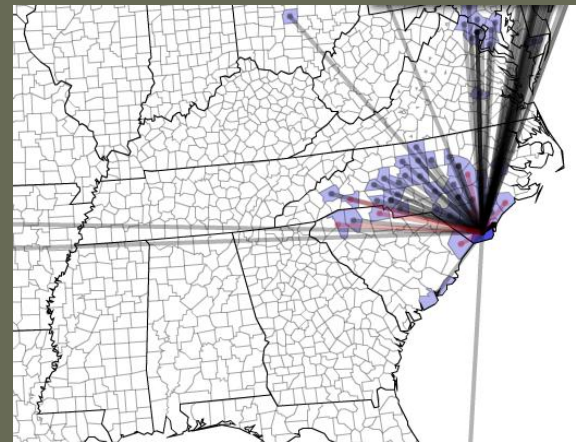
Bristol
Washington Co,
Virginia



Crossville
Cumberland Co,
Tennessee



Wilmington
Metro
Brunswick Co,
North Carolina



Net population migration
Inward Outward

—•—	200+	—•—
—•—	100	—•—
—•—	50	—•—
—•—	10	—•—

Annual Economic Impact of Newcomers

An example of Kingsport, Tennessee

- +461 families (July 2005-January 2012)
- x 2.3 persons per family on average
- = 1,060 new residents
- Each resident generates \$25,000 in consumer expenditures
- $1,060 \times \$25,000 = \textbf{\$26,507,500}$ per year
- Consuming services and creating demand for jobs in medical, pharmacy, finance, insurance, real estate, food, retail, etc.
- Not a bad return on investment for \$55,000 annual budget for “Move To Kingsport” program

TN Counties by Natural Increase (Deaths vs Births)

Table 4. Cumulative Estimates of the Components of Resident Population Change for Counties of Tennessee: April 1, 2000 to July 1, 2009							
Geographic Area	Total Population Change ¹	Natural Increase	Vital Events		Net Migration		
			Births	Deaths	Total	International ²	Domestic
Stewart County	970	-33	1,329	1,362	1,066	-28	1,094
Claiborne County	1,321	-36	3,288	3,324	1,532	74	1,458
Perry County	195	-39	854	893	266	27	239
Polk County	-408	-54	1,781	1,835	-266	29	-295
Houston County	70	-61	934	995	182	108	74
Overton County	938	-71	2,277	2,348	1,143	-3	1,146
Hancock County	-192	-85	724	809	-68	6	-74
Giles County	-365	-88	3,120	3,208	-99	51	-150
Clay County	-77	-101	818	919	71	137	-66
Weakley County	-1,436	-107	3,313	3,420	-1,136	448	-1,584
Pickett County	-162	-114	489	603	-26	6	-32
Wayne County	-336	-127	1,529	1,656	-113	64	-177
Fentress County	1,052	-151	1,888	2,039	1,293	52	1,241
Lake County	-651	-216	667	883	-387	13	-400
Greene County	3,373	-256	6,750	7,006	4,024	583	3,441
Decatur County	-206	-309	1,201	1,510	174	183	-9
Jackson County	-109	-340	981	1,321	292	38	254
Johnson County	507	-369	1,545	1,914	958	16	942
Hardin County	680	-437	3,052	3,052	1,286	100	1,186
Carter County	2,303	-452	5,568	6,020	3,013	284	2,729
Benton County	-512	-573	1,540	2,113	166	31	135
Cumberland County	7,308	-579	4,877	5,456	8,136	90	8,046
Gibson County	1,319	-620	5,772	6,392	2,235	210	2,025
Henry County	773	-652	3,410	4,062	1,610	118	1,492
Roane County	1,597	-653	5,072	5,725	2,569	194	2,375
Unicoi County	71	-658	1,674	2,332	834	-2	836
Carroll County	-969	-677	3,266	3,943	-120	41	-161
Sullivan County	1,502	-1,208	15,398	16,606	3,706	893	2,813

TN Counties by Total Increase (including in-migration)

Table 4. Cumulative Estimates of the Components of Resident Population Change for Counties of Tennessee: April 1, 2000 to July 1, 2009							
Geographic Area	Total Population Change ¹	Natural Increase	Vital Events		Net Migration		
			Births	Deaths	Total	International ²	Domestic
21 Jefferson County	7,428	734	5,159	4,425	6,903	523	6,380
22 Cumberland County	7,308	-579	4,877	5,456	8,136	90	8,046
23 Monroe County	6,865	1,042	5,022	3,980	5,992	348	5,644
24 Madison County	5,480	4,448	12,639	8,191	1,590	1,420	170
25 Dickson County	5,074	2,136	6,132	3,996	3,166	123	3,043
26 Hamblen County	4,905	2,045	7,944	5,899	3,255	3,095	160
27 Coffee County	4,507	1,217	6,408	5,191	3,587	522	3,065
28 Hawkins County	4,221	572	5,906	5,334	3,969	179	3,790
29 Cheatham County	3,964	1,856	4,516	2,660	2,338	130	2,208
30 McMinn County	3,729	497	5,662	5,165	3,508	429	3,079
31 Anderson County	3,523	151	7,832	7,681	3,845	788	3,057
32 Marshall County	3,505	1,018	3,552	2,534	2,651	482	2,169
33 Greene County	3,373	-256	6,750	7,006	4,024	583	3,441
34 Rhea County	3,113	718	3,782	3,064	2,543	256	2,287
35 Sequatchie County	2,538	413	1,506	1,093	2,173	93	2,080
36 Cocke County	2,479	16	3,894	3,878	2,624	74	2,550
37 White County	2,334	76	2,834	2,758	2,398	77	2,321
38 Carter County	2,303	-452	5,568	6,020	3,013	284	2,729
39 Warren County	2,205	1,086	5,043	3,957	1,358	1,287	71
40 Grainger County	2,198	328	2,450	2,122	1,965	181	1,784
41 Franklin County	2,038	228	4,127	3,899	2,053	228	1,825
42 Lincoln County	2,034	326	3,815	3,489	1,904	149	1,755
43 Macon County	1,671	467	2,583	2,116	1,323	347	976
44 Roane County	1,597	-653	5,072	5,725	2,569	194	2,375
45 DeKalb County	1,533	322	2,235	1,913	1,315	454	861
46 Henderson County	1,515	510	3,368	2,858	1,161	-1	1,162
47 Hickman County	1,510	429	2,585	2,156	1,224	4	1,220
48 Sullivan County	1,502	-1,208	15,398	16,606	3,706	893	2,813

Buxton analysis of in-migrants to Kingsport

Primary: “Stable Careers”

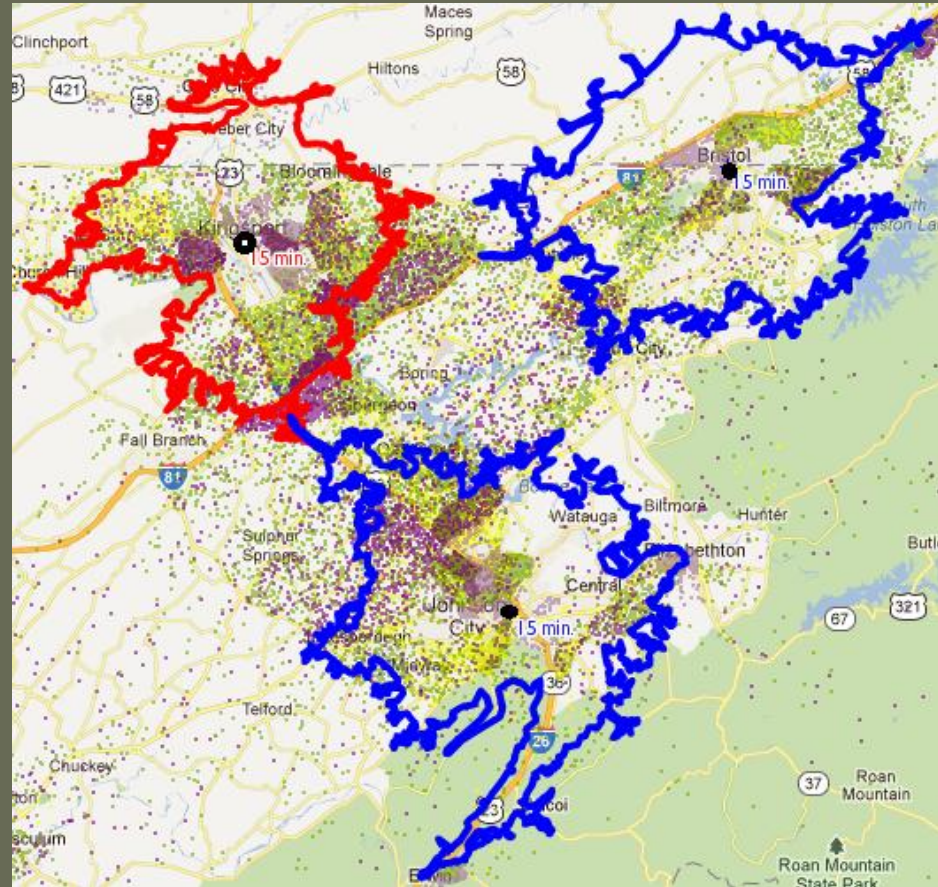
Young and ethnically diverse singles living comfortable lifestyles.

Secondary: “Steadfast Conservatives”

Mature singles and couples living in middle-class urban neighborhoods.

Tertiary: “Urban Commuter Families”

Upscale, college educated boomer families and couples living in comfortable, single detached homes in city neighborhoods.



Buxton analysis of in-migrants

In-migrants from >35 miles away are more likely to be younger, higher income, and live in higher-end housing.

Demographic

- 84% more likely to have children 0-6
- 60% more likely to have a head of household 35-54



Income

- 263% more likely to have an income \$150,000-\$199,999
- 222% more likely to have an income \$200,000+

Housing

- 171% more likely to live in a home valued \$300,000-\$349,999
- 275% more likely to live in a home valued \$400,000+



5-Year House Price Appreciation

Source: FHFA.gov 3rd Quarter 2011 (released November 29, 2011)

+6.67% Kingsport-Bristol, TN-VA

+4.03% Johnson City, TN

+2.64% Greenville-Mauldin-Easley, SC

+0.80% Knoxville, TN

+0.30% Lexington, KY

-0.87% Nashville-Murfreesboro-Franklin, TN

-1.28% Chattanooga, TN

-1.68% Roanoke, VA

-1.91% Spartanburg, SC

-3.74% Asheville, NC

-4.56% Charlotte-Gastonia-Rock Hill, NC-SC

-8.65% Memphis, TN-MS-AR

-18.13% Atlanta-Sandy Springs-Marietta, GA

-21.93% Chicago-Joliet-Naperville, IL

-33.74% Detroit-Livonia, MI

-39.55% Tampa-St. Petersburg-Clearwater, FL

-45.40% Fort Lauderdale-Pompano-Deerfield, FL

-59.46% Las Vegas-Paradise, NV

20 Metropolitan Statistical Areas and Divisions* with Highest Rates of House Price Appreciation

Percent Change in House Prices with MSA Rankings Period Ended September 30, 2011

*(Estimates use all-transactions HPI which includes purchase and refinance mortgages)
Note that purchase-only indexes, which omit appraisal values, are available for select metro areas at
<http://www.fhfa.gov/Default.aspx?Page=87>.*

MSA	National Ranking**	1-Yr.	Qtr.	5-Yr.
Bismarck, ND	1	5.52	0.38	15.99
Dubuque, IA	2	2.46	3.26	8.06
Fargo, ND-MN	3	1.86	2.37	6.88
Joplin, MO	4	1.56	5.74	2.59
Casper, WY	5	0.88	3.73	5.99
Springfield, IL	6	0.67	-0.22	5.12
Burlington-South Burlington, VT	7	0.60	0.96	0.61
Pittsburgh, PA	8	0.33	1.05	8.15
Anchorage, AK	9	0.29	0.28	1.55
Owensboro, KY	10	0.27	2.20	8.03
Honolulu, HI	11	0.24	-0.93	-6.57
Davenport-Moline-Rock Island, IA-IL	12	0.20	1.15	5.23
Corpus Christi, TX	13	0.15	1.23	2.50
Bloomington, IN	14	0.11	4.14	6.21
Waterloo-Cedar Falls, IA	15	0.07	-0.61	4.32
Topeka, KS	16	0.06	3.97	1.62
Jefferson City, MO	17	0.03	2.24	4.43
Kingsport-Bristol-Bristol, TN-VA	18	0.01	1.22	6.67
Fayetteville, NC	19	-0.02	-0.26	9.39
Sioux Falls, SD	20	-0.10	1.33	4.58

Jobs

updated December 2011

7.2% = Kingsport-Bristol, TN-VA
7.3% = Johnson City, TN
7.5% = Asheville, NC
7.7% = Greenville-Mauldin-Easley, SC
9.2% = Spartanburg, SC
7.9% = Columbia, SC
7.8% = Charleston-North Charleston, SC
8.4% = Savannah, GA
9.7% = Brunswick, GA
9.5% = Jacksonville, FL
14.0% = Palm Coast, FL
10.3% = Deltona-Daytona, FL
9.7% = Orlando-Kissimmee-Sanford, FL
10.3% = Tampa-St. Pete-Clearwater, FL
11.1% = Palm Bay-Melbourne-Titusville, FL

Quick Summary of Unemployment Rate:

Sullivan County	7.1%
Kingsport-Bristol, TN-VA MSA	7.2%
Johnson City-Kingsport-Bristol, TN-VA CSA	7.3%
Hawkins County	7.5%
United States	8.2%
State of Tennessee	8.4%

CITY OF KINGSPORT	2006	2010	2011
Unemployment Rate	6.0%	8.8%	7.9%
Population	44,758	48,205	50,851
Labor Force	19,050	19,430	19,650
Employed	17,910	17,730	18,100
Unemployed	1,150	1,710	1,550

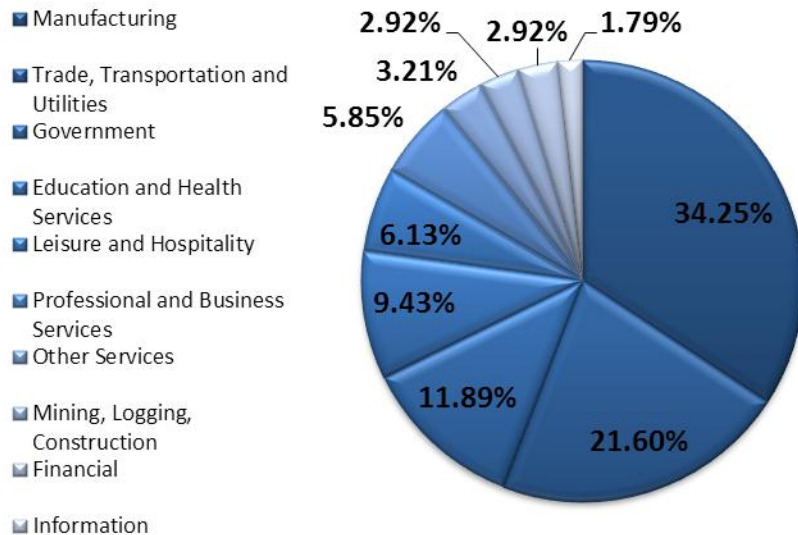
Employment in Kingsport, TN-VA MSA	January 1990	% of All Jobs	December 2011	% of All Jobs	Change (Jan 1990- Dec 2011)	% Change 1990-2011
Education and Health Services	10,000	9.43%	19,200	16.07%	9,200	6.63%
Leisure and Hospitality	6,500	6.13%	11,600	9.71%	5,100	3.58%
Mining, Logging, Construction	3,100	2.92%	6,900	5.77%	3,800	2.85%
Professional and Business Services	6,200	5.85%	8,900	7.45%	2,700	1.60%
Government	12,600	11.89%	16,200	13.56%	3,600	1.67%
Financial	3,100	2.92%	4,500	3.77%	1,400	0.84%
Other Services	3,400	3.21%	4,300	3.60%	900	0.39%
Information	1,900	1.79%	2,300	1.92%	400	0.13%
Trade, Transportation and Utilities	22,900	21.60%	24,700	20.67%	1,800	-0.93%
Manufacturing	36,300	34.25%	20,900	17.49%	-15,400	-16.76%
TOTAL	106,000	100.00%	119,500	100.00%	13,500	← Net Gain

DIVERSIFICATION

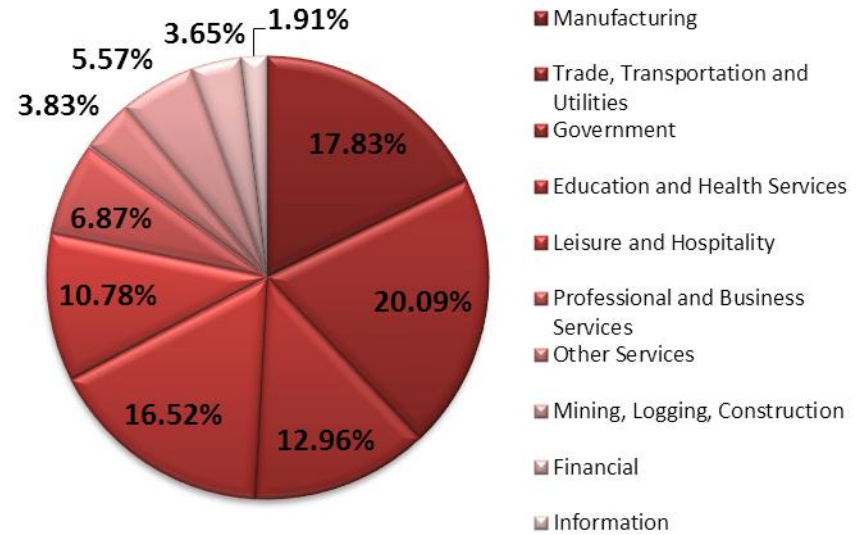
13,500 Net New Jobs

Employment in Kingsport MSA

Jan 1990



Dec 2011





1950's





2006



2007



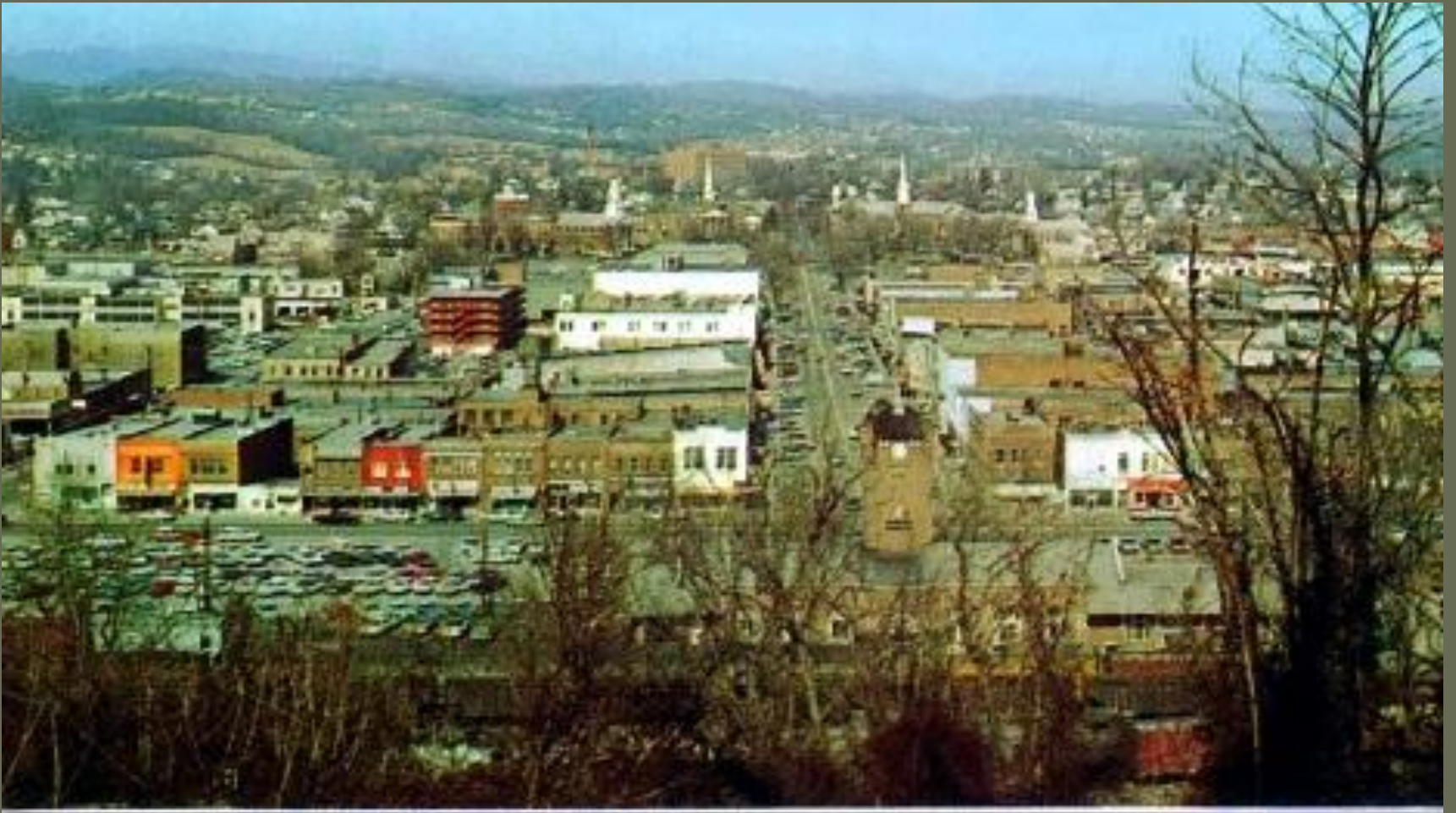


- | | |
|--|--|
| City Hall
225 White Center Street | John Deere
137 Arnold Street |
| Chamber of Commerce
131 White Center Street | Red Collar
130 White Center Street |
| City of Kingsport
131 White Center Street | Regional Center for Higher Education
131 White Center Street |
| City of Kingsport
131 White Center Street | Regional Center for Health Professions
131 White Center Street |
| City of Kingsport
131 White Center Street | Regional Center for Applied Technology
131 White Center Street |
| City of Kingsport
131 White Center Street | Regional Center for Applied Manufacturing
131 White Center Street |

1920



1967



2011





Circa
2005



2012



SHELBY STREET ELEVATION



CENTER STREET ELEVATION



MARKET STREET ELEVATION

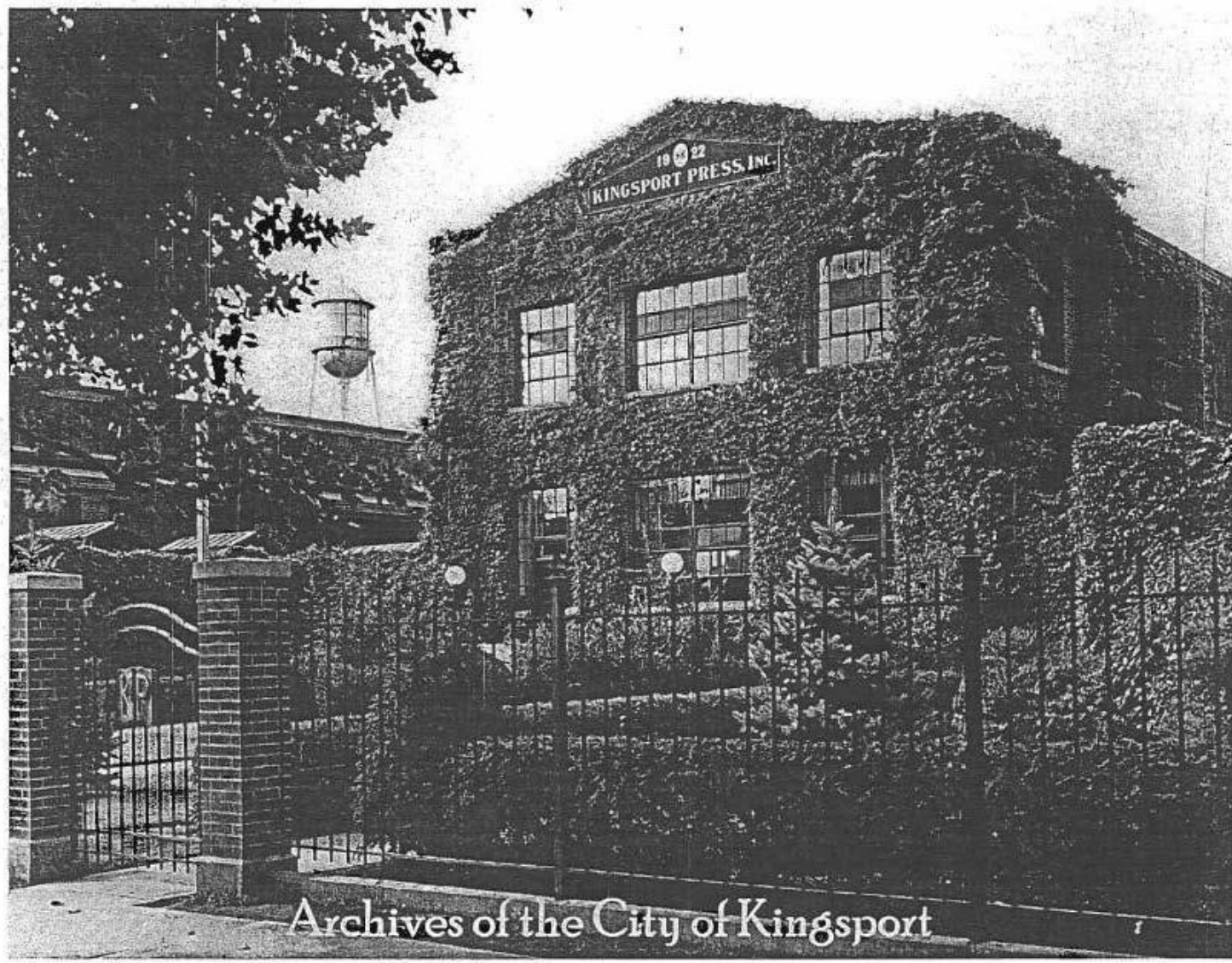
KINGSPORT PUBLIC PARKING STRUCTURE

OCTOBER 4, 2010

ARTECH



PERSPECTIVE AT CENTER STREET & SHELBY STREET



Archives of the City of Kingsport

Kingsport Press 2008

(from Sullivan Street)





2010



2010/06/24 18:07



The Press Building:
Mountain Region Family Medicine, P.C.



Farmer's Market at Kingsport Press





Sunday, February 5, 2012



David Grace — dgrace@timesnews.net

The Kingsport Board of Education and Kingsport Area Chamber of Commerce will soon move into these offices at the Press Building, at the old Quebecor property in downtown Kingsport. More than \$14 million in public and private investment was spent on construction and building improvements in the central business district in 2011.



YMCA and Aquatic Center

- ★ \$15 million
- ★ Fitness, Competition, Wellness, Leisure
- ★ Zero depth entries, ADA accessible
- ★ Family/assisted changing rooms
- ★ Indoor-Outdoor
- ★ All ages and abilities
- ★ Collocated with new YMCA
- ★ Construction 2011, Completion 2012



V.O. Dobbins, Sr. Community Center

- ☀ \$8.2 million / 46,000 sf
- ☀ Gym Space / Ballfields
- ☀ Community Rooms
- ☀ Non-Profit Center



VO Dobbins Community Center

Cain
Rash
West



New life in these old halls

V.O. Dobbins Sr. Complex dedicated

■ **'My father** would be so proud of this historic moment. It's an emotional moment, it really is.'
— Van Dobbins Jr.

By MATTHEW LANE
mlane@kingsportnews.net

KINGSPORT — The dedication of the newly renovated and expanded V.O. Dobbins Sr. Complex on Friday brought forth much applause, many thanks and moments of nostalgia and emotion for those in attendance — an event years in the making and one some say was long overdue for the Riverview community.

Kingsport held a ribbon cutting for the



Above, Dr. Carroll Van West, director of historic preservation at MTSU, unveils the new historical marker for the V.O. Dobbins Sr. Complex during opening ceremonies on Friday. Below, Van Dobbins Jr. speaks at the ceremony. At left, Andra Watterson, class of 1963, sings the school song for Douglas High School with fellow alumni, accompanied by the Dobbins Bennett High School Band.

1 see
Video Report
www.4thnews.com.net

ject that has occurred at the facility during the past 15 months.

Built in 1961 and named after abolitionist Frederick Douglass, the building served as Kingsport's "black only" school — Douglas High School — until 1969 when students were assimilated into all-white schools throughout Kingsport. The city then turned the facility into a community center, renaming it after longtime Douglas Principal Van Dobbins Sr.

Today, the complex is home to the Un-



Wetlands Project

- ☀ Reedy Creek and Horse Creek traverse 28 miles across Kingsport
- ☀ 1,600 acres of undevelopable floodway
- ☀ 8,000 acres of adjoining flood fringe
- ☀ Cutting edge commitment to environmental stewardship
- ☀ Kingsport has the greatest opportunity to make the biggest impact in the region
- ☀ City assume ownership (or conservation easement) of undevelopable lands, natural filter for watershed
- ☀ Tax break for landowners
- ☀ First mitigation sites are adjacent to John B. Dennis Highway and East Stone Drive



Parking Garage

- ☀ \$4.5 million / 364 spaces / 3 levels
- ☀ Money already available
- ☀ No additional bonds to be sold
- ☀ Public restrooms for special events
- ☀ Construction starts after Christmas
- ☀ Opening late Summer 2011
- ☀ 10,000 sf of privately-funded development space (2-3 levels)
- ☀ Parking will remain FREE for the foreseeable future
- ☀ Developer has extensive experience in rebirth of Chattanooga and Knoxville downtowns



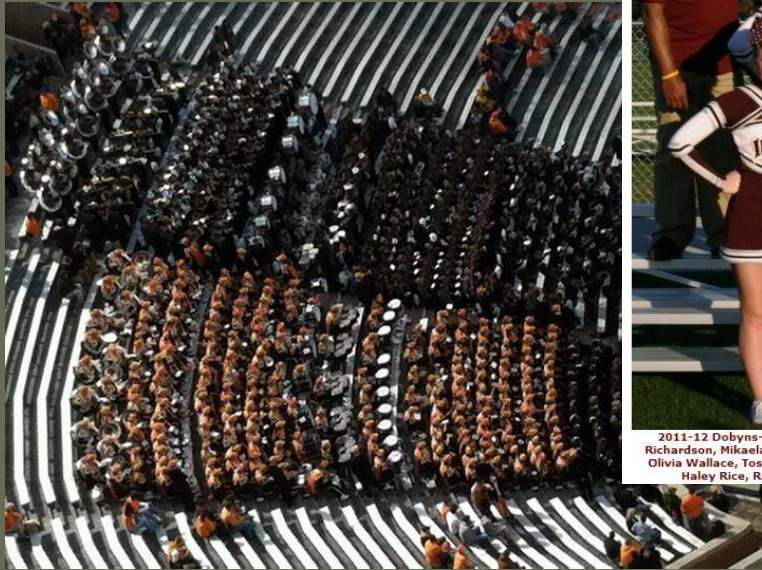
SHELBY STREET ELEVATION

KINGSPORT PUBLIC PARKING STRUCTURE

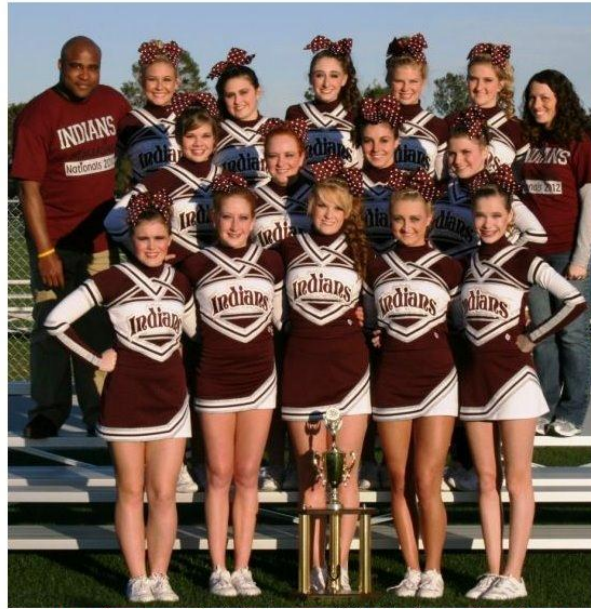


Schools: One of our community's greatest assets

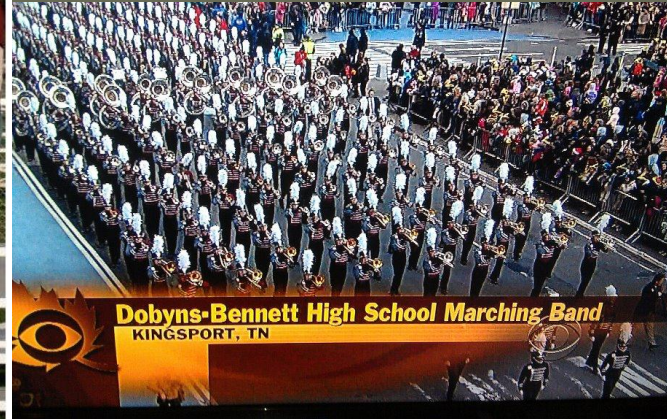
Planned by
Columbia University



D-B Cheerleaders Place 4th at National High School
Cheerleading Championships



2011-12 Dobyns-Bennett Cheerleaders: Front row (l-r) Tiffani Cline, Stephanie Tillson, Jacy Richardson, Mikaela Woods, Caroline Luethke; Middle row (l-r) Addie Hernandez, Logan Myers, Olivia Wallace, Tosha Banks; Back Row (l-r) Coach "D" Kerr, Whitney Steadman, Rae Neilson, Haley Rice, Rachel Mosley, Morgan Cline, Coach Jessica Ross. Photo contributed to



Dobyns-Bennett High School Marching Band
KINGSPORT, TN

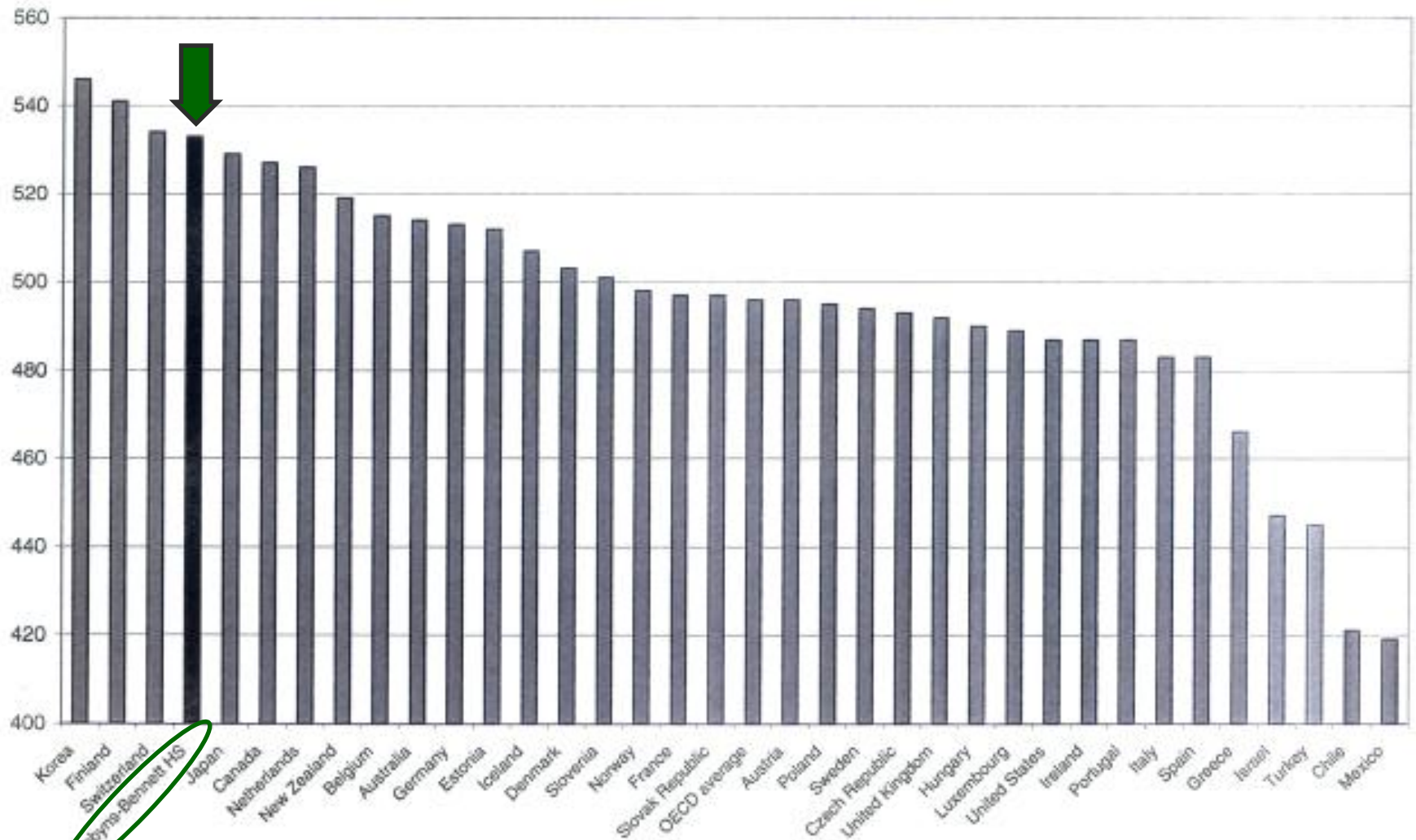


An International Comparison

- ✱ 15-year olds from Dobyns-Bennett
- ✱ A rigorous study compared PLAN
(in ACT family) to PISA
- ✱ Several US high schools in the study
- ✱ Report expected to release March 7,
2011
 - ✱ Preliminary results reported here

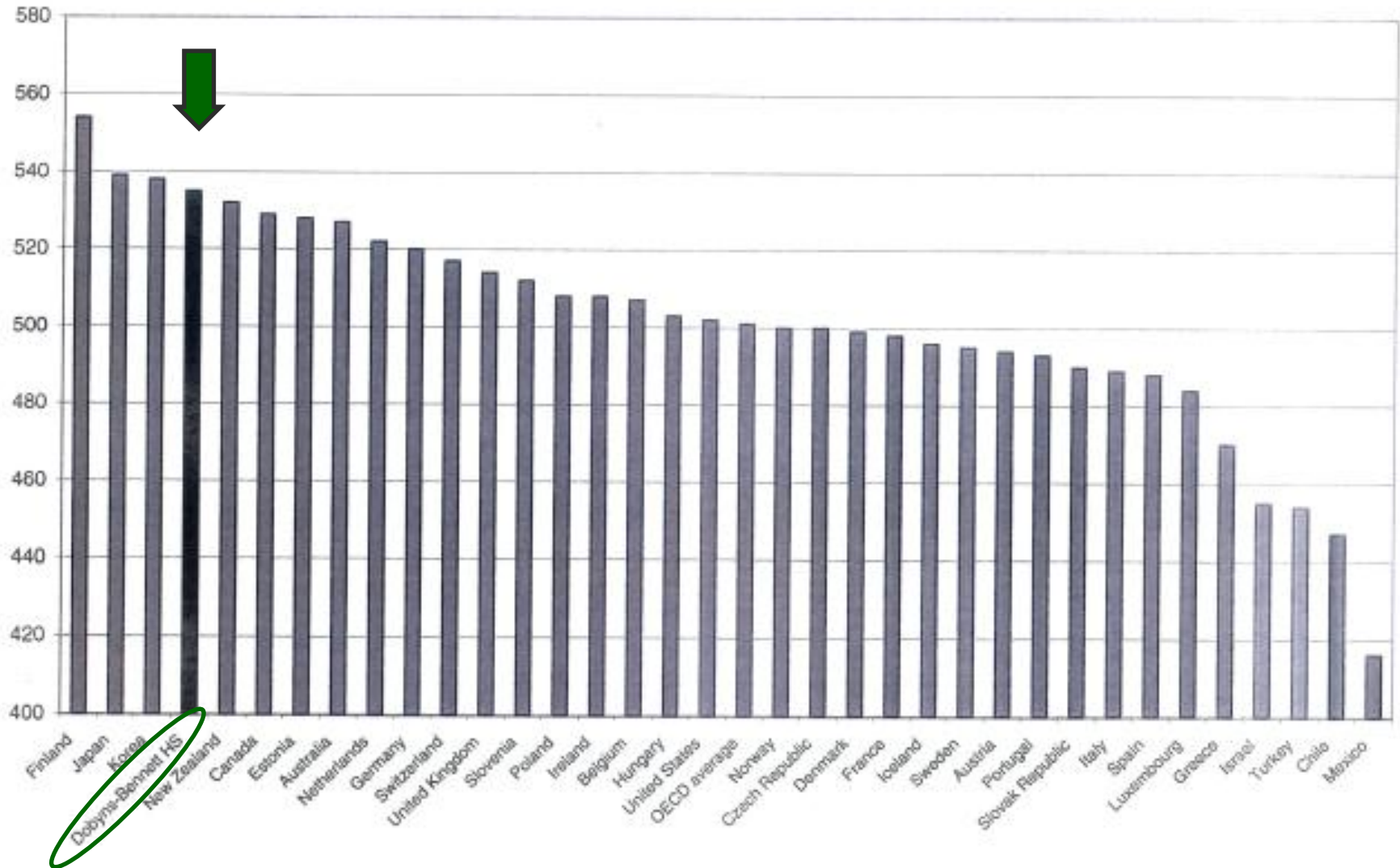
Math

Figure 1e. Mathematics for Students Age 15-Comparison to OECD Countries



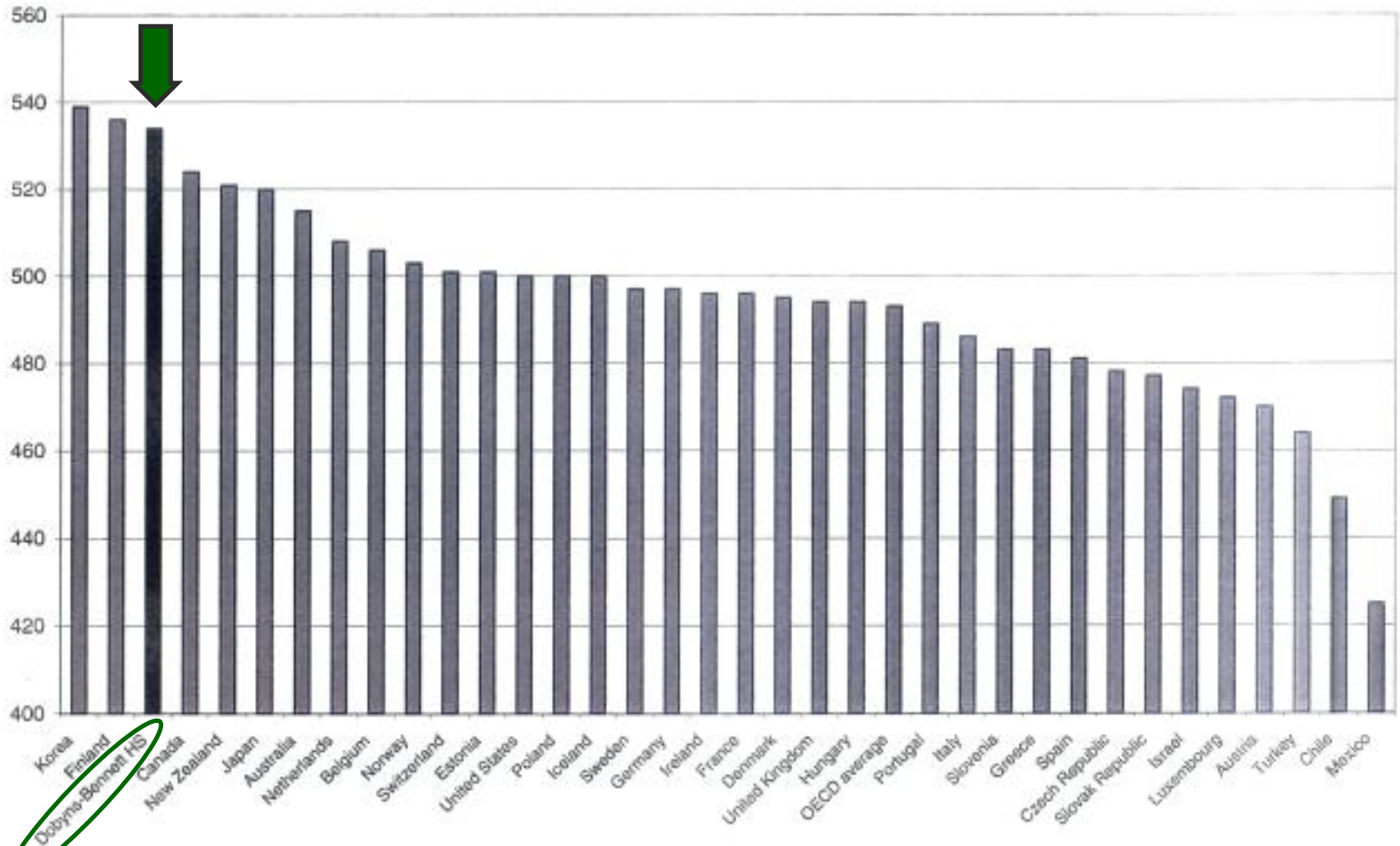
Science

Figure 1f. Science for Students Age 15-Comparison to OECD Countries



Reading

Figure 1d. Reading for Students Age 15-Comparison to OECD Countries



Leadership

**“We’re the 30
year overnight
success story”**

Mayor Knox White,
Greenville, SC

**“When people ask,
‘How did you do
it?’...we did t.”**

Mayor Dennis Phillips,
Kingsport

Tri-Cities regains jobs lost in Great Recession

■ **Among the** region's cities, Kingsport gained the most jobs and posted the lowest unemployment rate in the fourth quarter.

By SHARON CASKEY HAYES
shayes@timesnews.net

While the national economy



HIPPLE

According to the latest labor market report issued Wednesday by ETSU, the Tri-Cities metropolitan area gained 4,684 jobs in the fourth

**“If you don’t plant acorns,
you’ll have no oak trees”**

Miles Burdine, Kingsport
Chamber CEO

**“We must have a series
of sustained successes”**

Mayor Jeanette Blazier,
Kingsport

**“The torch has
been passed to a
new generation”**

John F. Kennedy

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